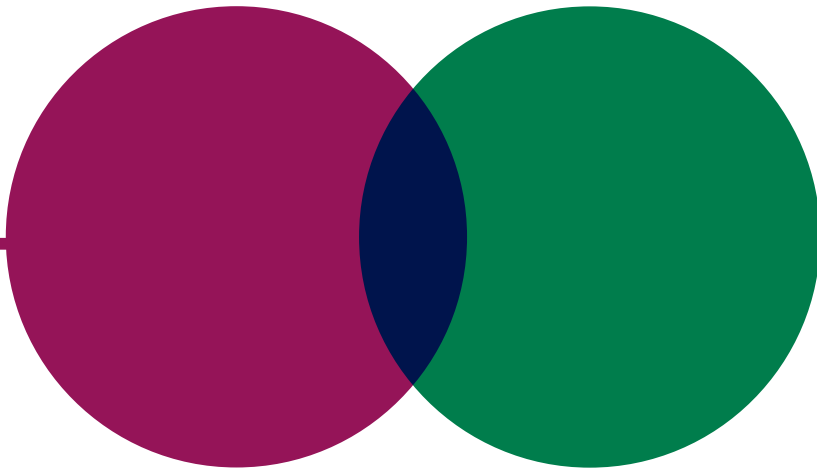




INSIGHT

Case study

Productivity improvement: The Justice Transcribe AI-enabled transcription tool

Ministry of Justice and
HM Prison and Probation Service



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Case study

Productivity improvement: The Justice Transcribe AI-enabled transcription tool

Ministry of Justice and
HM Prison and Probation Service

Report by the Comptroller and Auditor General

Ordered by the House of Commons
to be printed on 13 October 2026

This report has been prepared under Section 6 of the
National Audit Act 1983 for presentation to the House of
Commons in accordance with Section 9 of the Act

Gareth Davies
Comptroller and Auditor General
National Audit Office

6 October 2026

Case studies

Our case studies share practical examples which highlight the approaches that public bodies have taken, the challenges they have faced and overcome and the lessons others can learn to improve services, use resources more effectively and deliver better value for money.

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This report can be found on the National Audit Office website at www.nao.org.uk

If you need a version of this report in an alternative format for accessibility reasons, or any of the figures in a different format, contact the NAO at enquiries@nao.org.uk

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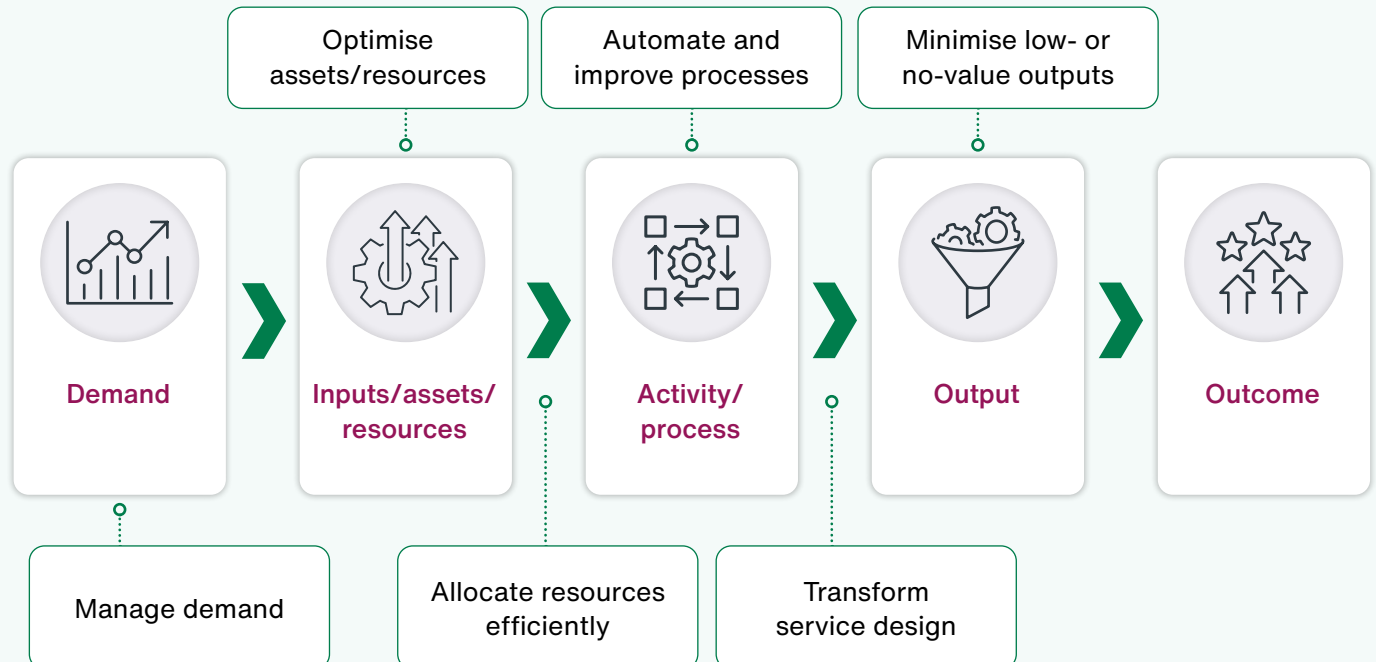
Introduction

Improving public sector productivity is increasingly important as organisations seek to meet growing demands on public services within constrained resources. Productivity within a service can be improved in different ways, including managing demand, redesigning processes or deploying technology, any of which can help free up staff time to spend on higher-value activities.



Improving service productivity

Productivity improvements can be made at all stages of service delivery, from managing demand through to improving processes and minimising low value outputs



Source: National Audit Office analysis

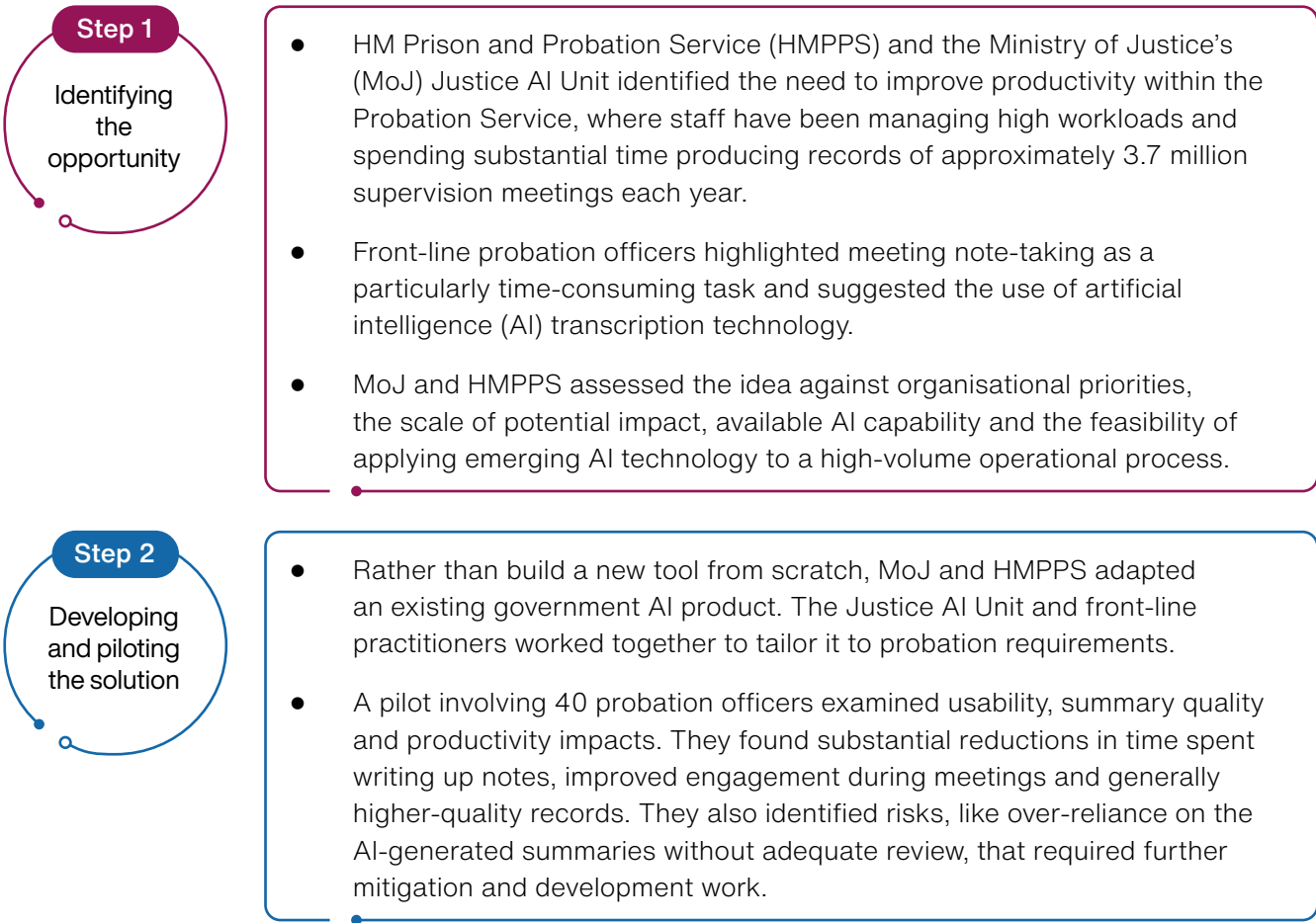
This case study focuses on one example of a productivity improvement to automate and improve processes, where the Ministry of Justice (MoJ) and HM Prison and Probation Service (HMPPS) sought to improve productivity within the Probation Service by introducing a transcription tool, Justice Transcribe, for probation officers to use in meetings. MoJ and HMPPS expect that this tool will lead to productivity improvements by reducing the amount of time needed to write up meeting notes; improving the quality of those notes; and improving the quality of the interactions probation officers have in the meetings, because they are not focused on note writing. By reducing the time probation officers spend writing up supervision meetings they have with people on probation, Justice Transcribe makes more time available for activities that directly contribute to public protection and rehabilitation. The case study sets out how the tool was identified, developed, tested, scaled and embedded into operational practice by MoJ and HMPPS. It also highlights key lessons from each stage of implementation.

The case study is intended as a practical example for civil servants and public sector leaders considering similar productivity initiatives, providing insights into the decisions, governance arrangements, testing approaches, implementation activities and evaluation methods that supported delivery. This publication is the first of a series of case studies we plan to publish highlighting practical steps public bodies have taken to improve their productivity and the lessons others can learn from them.

Summary

Key steps in the development and rollout of Justice Transcribe in probation sentence management meetings

A summary of the key steps taken to develop and roll out Justice Transcribe, an artificial-intelligence- (AI-) enabled tool that transcribes and summarises probation sentence management meetings. Previously, probation officers took handwritten notes or remembered the key points and later added them to the case management system



Key lessons from the development and rollout of Justice Transcribe in probation sentence management meetings

A summary of the key lessons for improving productivity through the development and rollout of Justice Transcribe, an artificial-intelligence- (AI-) enabled tool that transcribes and summarises meetings

Start with front-line needs

Front-line staff can identify pain points, which could be opportunities for productivity gains. In this case, probation officers highlighted the burden of writing up meeting notes and the impact this had on workload and record quality. Organisations that provide routes for front-line staff to raise pain points may find it easier to identify opportunities for productivity improvements and to secure buy-in from front-line staff to implement changes.

Test opportunities against strategic priorities, scale of impact and deliverability

In identifying meeting transcription and summarisation as an opportunity for productivity improvement, the project team considered that it met a specific need (case for change); it aligned with a strategic objective to free up operational capacity (strategic fit) and it applied to a high-volume important activity (scale of impact). The team also recognised that with the development of new AI capability there was a technically feasible solution (deliverability).

Co-design solutions with users

The project team adapted an existing AI capability to meet probation officers' needs. Ongoing engagement with front-line users helped the team to deliver functionality that met user needs.

Pilot, evaluate and learn before rollout

The project team used the pilot to gain insights into usability and quality, as well as identifying productivity benefits, risks and areas requiring further development.

Combine operational and technical expertise

Operational and technical experts supported development, including legal, commercial, data-ethics and data-protection experts in addition to AI-engineers and probation practitioners. The project team also built in controls to prompt human review of AI-generated content.

Step 1

Identifying the opportunity

Step 2

Developing and piloting the solution

Treat implementation as organisational change, not just technical change

The project team supported users to make use of the new tool through regional implementation teams, feedback mechanisms, close engagement with users and data monitoring enabling issues to be identified and addressed quickly.

Assess and plan for the level of business change needed

Justice Transcribe fit with existing ways of working and operated on equipment already available. Video and written guidance and on-site support helped users adopt the tool quickly, requiring minimal business change. More complex tools or changes will require more planning.

Embed ongoing monitoring to measure performance

The Justice Transcribe team tracked adoption levels, estimated hours saved and user feedback to understand whether the programme was delivering its intended outcomes and continues to develop its approach.

Ongoing monitoring is key to tracking performance and impacts long term to ensure risks are identified and addressed. This is particularly important for evolving technologies like AI to ensure they continue to operate as intended and to understand how people's behaviour changes over time as they become more used to using the tools.

Design in continuous improvement

User feedback, performance data and future evaluations provide opportunities to improve functionality, address emerging risks and increase the benefits realised over time.

Review governance and assurance arrangements to ensure they remain fit for purpose

The controls and oversight arrangements that support delivery should evolve into sustainable business-as-usual governance arrangements. Assurance becomes especially important where AI-generated outputs require human review.

The Ministry of Justice (MoJ) and HM Prison and Probation Service (HMPPS) are developing their plans for ongoing quality assurance.

Factor in business continuity and long-term value for money

MoJ and HMPPS aimed to maximise flexibility and create opportunities for wider reuse across the justice system, by developing a service that is Crown-owned and operated within MoJ infrastructure that could be adapted for different purposes in the future.

Step 3

Implementing at scale

Step 4

Realising the benefits

Step 5

Transitioning to business as usual and future plans

Step 1: Identifying the opportunity

The capacity challenge in the Probation Service

1 The Probation Service has been under significant strain from staffing shortfalls and increasing demand. In our report *Building an effective and resilient Probation Service*, we found that, in July 2025, in 10 out of 12 probation regions, Probation Officers were working at above 100% capacity on average.¹ Data from April 2024 indicated that the service had been operating with only around half of the staff needed to run sentence management as intended.² In January 2026, the Sentencing Act was passed which introduced measures intended to increase the use of community-based sentences, placing further demands on the service. At the end of June 2026, only 74% of Probation Officer grade posts were filled.

2 In February 2025 HMPPS established its ‘*Our Future Probation Service*’ (OFPS) programme. Its purpose is to improve performance, increase retention and reduce staff sickness absence. The programme aims to free up operational capacity by 25% by April 2027. Justice Transcribe, a transcription and summarisation tool enabled by artificial intelligence (AI), has been developed to reduce the amount of time probation officers spend writing up notes of the meetings they have with people on probation, improve the quality of the meeting notes and improve engagement in meetings. This case study sets out how MoJ and HMPPS developed and rolled out Justice Transcribe, and some key lessons for other organisations interested in a similar tool.

Identifying opportunities for productivity improvement

3 Probation officers conduct approximately 3.7 million supervision meetings annually.³ An accurate record of the key points of these meetings is important for managing risks to the public and tracking progress with sentencing requirements. Writing up meeting notes and recording them in the case management system was time-consuming and created a risk of poor quality and inaccurate records.

4 The idea for Justice Transcribe came from front-line probation teams, who had identified the potential for AI-enabled transcription and summarisation to help them manage their workload and were exploring commercial tools on the market. HMPPS assessed the idea alongside wider organisational priorities and considered several factors, including the following.

¹ Comptroller and Auditor General, *Building an effective and resilient Probation Service*, Session 2024–2026, HC 1354, National Audit Office, October 2025.

² Sentence management is the process of supervision of offenders released from prison or serving a community order or suspended sentence order.

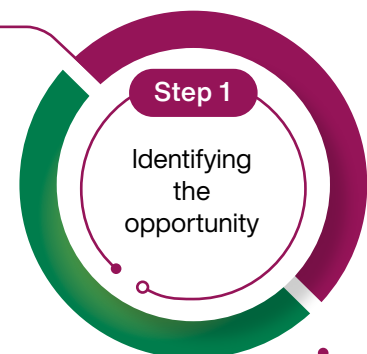
³ Key grades in the Probation Service include band 3 probation services officers, band 4 probation officers (collectively known as probation practitioners), as well as band 5 senior probation officers. For simplicity, in the rest of this document we refer to all these staff as probation officers.



- **Clear case for change:** Probation teams had identified the opportunity, so HMPPS and MoJ were confident that it would be useful for the front line.
- **Strategic fit:** Capacity challenges and the OFPS programme's aim to free up operational capacity by 25% meant HMPPS was actively looking for opportunities to identify efficiencies and streamline processes.
- **Technical feasibility:** The development of Large Language Models (LLMs) and new AI capability offered new opportunities for AI-enabled audio transcription and summarisation. MoJ told us that this use-case was made easier because it was not dependent on a large high-quality historic dataset for testing.
- **Capability:** MoJ established the Justice AI Unit in 2024 as an interdisciplinary team to identify, pilot and scale AI opportunities. The Incubator for AI (i.AI), now part of the Government Digital Service (GDS), had also been set up to harness opportunities to improve public services. This AI capability meant that MoJ and HMPPS could explore and develop AI-enabled productivity tools.
- **Scale of productivity improvements:** The potential for productivity improvements was compelling due to the scale of the relevant activity. The Probation Service carries out approximately 3.7 million probation supervision meetings annually. The notes from these meetings are important for effective rehabilitation and public protection and manual note-taking was considered by MoJ and HMPPS to be an administrative burden and a risk to quality.

Key takeaways for identifying opportunities for productivity improvement

- Work with front-line practitioners to identify pain points where there is scope for achievable productivity improvements.
- Assess productivity opportunities against strategic aims to help with prioritisation.
- Assess improvement opportunities in light of the capability available, to identify where skills already exist and where new capability may be needed.
- Identify the scale of impact to target the opportunities with the greatest potential to increase productivity. Modest improvements in large-scale activities can generate significant productivity improvements.



Step 2: Developing and piloting the solution

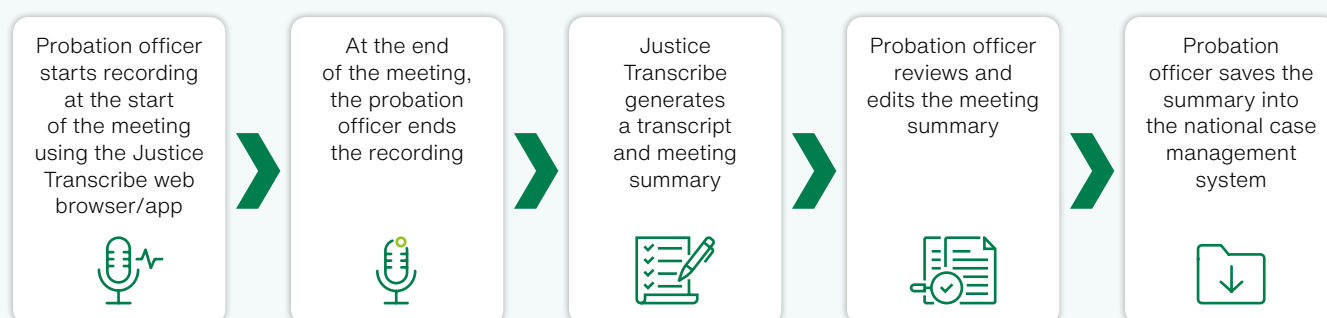
Developing the tool

5 The i.AI team in GDS had already started to develop 'Minute', an AI-powered tool which can transcribe and create summary minutes for meetings in the public sector. The Justice AI Unit worked with HMPPS's Digital Transformation team and probation staff to understand their needs for a transcription service, including through onsite visits and observations. They used these insights and evaluation of the underlying LLMs' performance to adapt Minute.⁴ Actions they took included the following.

- Creating templates for meeting summaries tailored to the needs of the Probation Service.
- Tailoring and refining the summarisation prompts to a Probation Service context, for example ensuring summaries capture specific details such as National Insurance numbers disclosed in the meeting.
- Evaluating models to ensure that sensitive information is handled appropriately and reflected accurately in meeting summaries.
- Designing a simplified user interface to improve ease of use.
- Including functionality that means the tool can be used for virtual meetings and in locations with no Wi-Fi connection.
- Adding reminders and prompts for practitioners to review and edit summaries for accuracy and completeness before saving them into the national case management system.

Justice Transcribe step-by-step process

Justice Transcribe creates transcripts and summaries of meetings



Note

- 1 Justice Transcribe deletes the audio recording of the meeting once the transcript and summary are generated. The temporary transcripts and AI-generated draft meeting summaries are automatically deleted after 30 days. The practitioner-reviewed note saved to the national case management system is the official case record and is retained in accordance with that system's record-management requirements.

Source: National Audit Office summary of HM Prison and Probation Service and Ministry of Justice documentation

⁴ Large Language Models (LLMs) are a type of AI model trained on large volumes of text data that can generate natural language, enabling tasks such as summarisation and drafting.

Governance

6 The Justice AI Unit in MoJ (an interdisciplinary team of AI specialists, designers, engineers and operational experts) and the HMPPS Transforming Delivery Directorate (responsible for leading programmes of workforce transformation, including developing digital and technological plans) oversaw the implementation of Justice Transcribe. HMPPS's Senior Operational Leadership Team was the principal operational decision-making body, supported by MoJ's AI Steering Committee, which provided a forum for discussion of AI-related risks and impacts and brought together colleagues with legal, risk, commercial and data-protection expertise. Ministerial approval was gained for the national rollout, and the Justice Transcribe team also sought advice and guidance from MoJ's data ethics team.

Piloting

7 HMPPS and MoJ piloted Justice Transcribe with 40 probation officers across Kent, Surrey, Sussex and Wales between May and July 2025, of whom 30 completed the final survey evaluating impact. The pilot examined how easy it was to use the tool, as well as impacts on productivity, meeting engagement and quality and accuracy of meeting records. The pilot found that the tool provided a number of benefits as well as some risks that would require further actions. Benefits included the following.

- **Time savings:** Staff reported, on average, that it reduced the time it took to write up supervision meeting notes by 73%, reducing the time needed to 5 minutes for reviewing and editing the meeting summary. The time saved was redirected into other areas of work, including complex cases, direct contact with people on probation, reflective practice and administrative work.
- **Engagement during meetings:** 25 of the 30 probation officers reported better engagement with people on probation during meetings because automated note-taking enabled better rapport and observation of non-verbal clues.
- **Quality and accuracy of meeting summaries:** 29 of 30 probation officers felt that the quality and completeness of meeting summaries had improved. Assessments carried out by HMPPS's Performance Assurance and Risk group identified some inaccuracies in 20% of final case records they examined, primarily misspellings of names and agencies. Some issues were also reported about Justice Transcribe misunderstanding accents and confusing male and female voices.

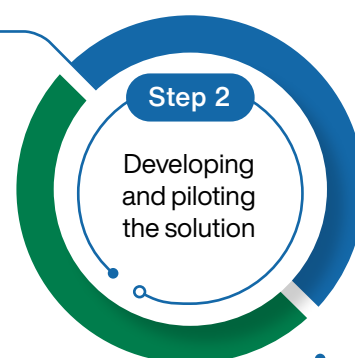
- 8 The pilot recommended a number of areas for further work, including:
- developing training on meaningful human review of the tool's outputs to address the risk of over-reliance on the AI-generated summaries and guidance on how to use AI prompts more effectively to get most value from the tool;
 - developing a standardised script for informing people on probation about the use of the tool to maintain trust and transparency;
 - improving the tool's recognition of names and specialist terms, as well as other improvements like reducing repetition and improving use of quotes;
 - a follow-up evaluation to assess the long-term impacts of the tool; and
 - further pilots to trial the use of the tool in other contexts beyond sentence management meetings.

9 In response, MoJ's Justice AI Unit and HMPPS developed training videos and an in-app tutorial that emphasised human review, and developed a standardised script for probation officers to use when explaining the tool to people on probation. Work is ongoing to make improvements to the tool itself, for example to improve recognition of specialist terms, and MoJ and HMPPS are taking forward further evaluation and pilots of the tool in other contexts.

10 MoJ and HMPPS also piloted two alternative transcription and summarisation tools and compared results on factors including usability, user satisfaction, quality of outputs, time savings and an estimated return on investment so as to inform their decisions on further rollout. The evaluation also considered long-term value for money, including the capacity to change the underlying AI model if needed, the flexibility to re-use the tool in different contexts and the risk of commercial lock-in.

Key takeaways for developing a tool to support productivity improvements

- Explore the market to determine whether an 'off-the-shelf' solution is available, an existing product can be adapted, or a new tool must be developed.
- Ensure development is informed by both technical and operational expertise, including engagement with front-line practitioners to ensure solutions are fit for purpose.
- Build in controls to prompt human review of AI-generated content.
- Put in place proportionate governance arrangements, including both operational and technical aspects of development and carry out relevant ethical assessments.
- Use pilot evidence and evaluate solutions to test their potential to improve productivity and to inform next steps.



Step 3: Implementing at scale

11 Following positive results in the initial pilot evaluation, MoJ and HMPPS assessed progress against a set of criteria to determine whether the pilot could be expanded safely. It was then expanded to all probation officers involved in sentence management in Kent, Surrey, Sussex and Wales from October 2025, and in London from November 2025. By February 2026, there were over 2,000 active users. The expanded pilot made it possible to understand technical scalability and the support and onboarding arrangements needed to roll out nationally.

National rollout

12 Between February and March 2026, MoJ and HMPPS rolled out Justice Transcribe nationally to approximately 11,000 probation officers, following business case and ministerial approval. This involved giving probation officers access to a web-based interface (accessible on mobile phones and laptops), video tutorials and floorwalkers available on site to provide support. The rollout was supported by the following.

- **Regional implementation teams:** The project team established regional implementation teams with representation from digital, change, practice & quality, business management and senior leadership. Weekly meetings were held with the central project team to ensure problems were identified and resolved quickly.
- **Onboarding approach:** The project team phased the rollout across regions. They provided video tutorials, written guidance and FAQs, and local floorwalkers offered hands-on support. A simple user-interface meant Justice Transcribe was intuitive to use and did not require extensive training.
- **Ongoing communication:** Following rollout, the project team held post-implementation meetings with regional teams to identify and address any issues.
- **Monitoring and data collection:** The Justice AI Unit collected and shared anonymised data on take-up rates with regional management teams.
- **Minimal business change required:** Justice Transcribe supports existing practice in the Probation Service and did not require major change to structures or processes. The tool could also be used on existing equipment.

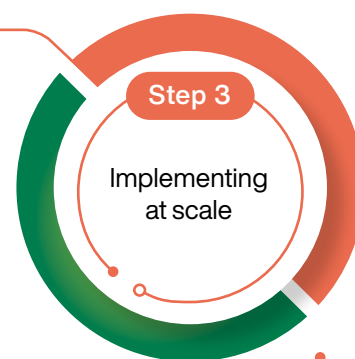
Funding

13 Justice Transcribe is funded by MoJ's Justice AI Unit and is expected to cost £7.9 million between 2025-26 and 2028-29 for use in Probation Service sentence management meetings. This includes:

- staff costs of £3.4 million, including product management, engineering, adoption, implementation and evaluation expertise (11 full-time equivalent staff);
- non-staff costs of £3.5 million to run and maintain the service, including cloud computing, AI technology, software services and security; and
- contingency of £1 million to account for optimism bias.

Key takeaways for implementing new tools at scale, to improve productivity across the business

- Identify key stakeholders for implementation and put in place mechanisms for regular consultation and two-way feedback, for example regional implementation teams.
- Use lessons from the pilots to understand whether the productivity gains observed could be achieved at scale and to identify what support and guidance is needed to support successful adoption.
- Stay close to the front line with, for example, floorwalkers able to help users adopt new systems. Productivity improvements will only be achieved if people actually use the tool.
- Consider what data are needed to monitor implementation and how these data will be shared with key stakeholders to inform rollout.
- Assess the level of business change required and factor this into your implementation plans. For example, consider a phased approach where business change is more complex or where piloting has been limited.



Step 4: Realising the benefits of productivity improvement tools

Monitoring of model performance and use

14 The Justice AI Unit is continuing to develop its approach to monitoring the operational use of Justice Transcribe. This includes continuous monitoring of levels of adoption and how probation officers are using the tool, user feedback scores and some technical aspects of the tool's performance. It is planning a programme of continuous improvement drawing on feedback from front-line practitioners. Additional features added since the initial rollout include an 'actions tab' for follow-up actions, based on the meeting transcripts, that users can amend and add to.

Productivity improvement

15 HMPPS expects productivity benefits from Justice Transcribe to include both time savings and quality improvements. It forecasts that Justice Transcribe will save around 450,000 hours per year for front-line probation officers. This estimate is based on an assumed time saving of 10 minutes per meeting on average and that the tool is used for 70% of the 3.7 million meetings a year. HMPPS also expects additional savings for support and other staff. As at April 2026, HMPPS estimated it had a capacity gap of 3,500 FTE probation staff. It expects Justice Transcribe will release time savings equivalent to 470 FTE probation officers, support and other staff, helping it to reduce this capacity gap. These estimates are based on modelling assumptions, and HMPPS told us it is planning further evaluation work to validate time savings in practice and collect more robust evidence of how the tool has changed the delivery of face-to-face supervision.

16 HMPPS does not have actual time saved data to monitor how far estimated time savings have been achieved. However, it does have data on the number of meetings for which the tool has been used. Between 7 October 2025 and 14 September 2026, over 1,600,000 meetings were summarised using Justice Transcribe. HMPPS estimates that using Justice Transcribe has saved probation officers around 266,667 hours over this period.⁵

⁵ The national rollout of Justice Transcribe for sentence management took place between February and March 2026.

17 HMPPS also holds feedback data from staff. Between launch and 2 June 2026, staff using the tool reported high satisfaction rates, with an average of 4.7 stars out of 5 across 63,000 in-app reviews. Probation officers we spoke to told us that Justice Transcribe saved significant amounts of time and improved the quality of meeting summaries as well as interactions in supervision meetings:

“What it has allowed us to do is... have more meaningful conversations with the people we’re managing... being more active listeners, ... rather than having our attention diverted elsewhere.” (Probation Officer)

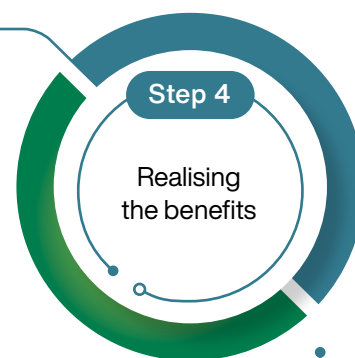
HMPPS also holds data on staff retention and sickness absence, so it could use this information to track whether uptake of Justice Transcribe is associated with benefits such as lower sickness absence or improved staff retention.

Further evaluation

18 MoJ and HMPPS started an internal evaluation of the national rollout of the tool in 2026. This will include evaluation of how the tool is used in practice, how errors are identified and corrected, and an assessment of the quality of the final records. This national evaluation is an opportunity to build on the insights from the pilot and determine the full impacts of the tool, including the extent of time savings and quality improvements. It is also an opportunity to assess evidence of the benefits including, for example, improved retention rates or reductions in sickness absence.

Key takeaways for realising the benefits of productivity improvements

- Build in ongoing monitoring and reporting of performance to identify benefits, risks and unintended consequences. This should cover both user behaviour and model/tool performance.
- Maintain a programme of continuous improvements, drawing on feedback from front-line practitioners.
- Build evaluation into the design of the programme from the start to capture productivity benefits. Measures of actual productivity benefits rather than estimates would allow HMPPS to determine whether anticipated productivity benefits have been realised.



Step 5: Transitioning to business as usual and future plans

19 By the end of March 2026, Justice Transcribe had been rolled out to all (approximately 11,000) sentence management staff. MoJ and HMPPS are now integrating Justice Transcribe into ongoing probation operations, putting in place monitoring and planning further use cases.

Quality assurance of case management records

20 The pilot evaluation identified that there was a risk that meeting summaries were not adequately reviewed by probation officers. It recommended regular quality assurance audits and training on how to undertake a meaningful human review. Training and guidance materials emphasise the importance of reviewing the AI notes and the app included reminders for staff to do this at the point of use. For individual meetings, probation officers are expected to review the outputs from the tool before they add them to the national case management system.

21 MoJ and HMPPS are developing their quality assurance procedures. The *Artificial Intelligence Playbook for the UK Government* recommends that public bodies establish performance metrics for AI systems that measure the accuracy of model outputs.⁶ The national evaluation will include a linked case audit which will compare a sample of transcripts, AI-generated summaries and final case records to establish whether practitioners identify and correct errors or omissions and add relevant context and professional judgement. HMPPS also plans for regional Performance, Assurance and Risk teams to carry out case audits to look at the quality of the case records, alongside ongoing supervision by Senior Probation Officers that will include review of case management records. At present, however, there is no quality assurance mechanism to monitor the accuracy of the original transcript. This makes it difficult for MoJ and HMPPS to monitor the technical quality of the tool or the risk of probation officers becoming over-reliant on AI-generated summaries and not checking them. This could be addressed, for example, through periodic reviews of a sample of audio recordings, transcripts, summaries and final case records.

⁶ Government Digital Service, *Artificial Intelligence Playbook for the UK Government*, February 2025.

Resilience and long-term value for money

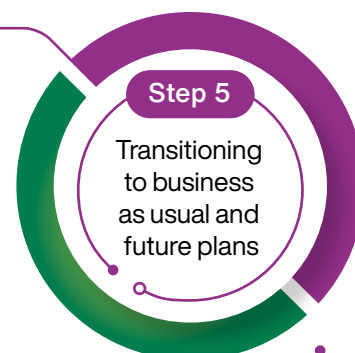
22 Justice Transcribe is a Crown-owned service that is funded by the Justice AI Unit. Ownership of the product provides some mitigation against risks including commercial lock-in, escalating licence costs, and constrained re-use. This means that HMPPS could switch to a different underlying AI model if the current solution becomes too costly or less well suited than alternatives. The flexibility to adapt Justice Transcribe to a range of other use cases was also a key consideration in developing a tool in-house instead of purchasing an off-the-shelf product.

Future use cases

23 The Justice AI Unit and HMPPS are exploring further use cases for Justice Transcribe. For example, they are piloting use of Justice Transcribe for pre-sentence report interviews and are exploring other potential use cases in the prison and courts systems and with the police. MoJ announced on 24 September 2026 that it had extended Justice Transcribe to all judges in the First-tier Tribunal (Immigration and Asylum Chamber).

Key takeaways for transitioning productivity improvements to business as usual

- Achieving productivity gains requires both successful technical deployment and business change. Plan for the transition to business as usual from the start, identifying key stakeholders and business processes that may need to change.
- Consider how far business-as-usual reporting and quality assurance processes remain fit for purpose, and adapt as necessary to address and monitor programme risks including the accuracy of AI-generated outputs and changes in model performance and staff behaviour over time.
- Use the evaluation to identify and resolve remaining risks.
- Factor business continuity and long-term value for money into options appraisal to maximise the long-term productivity benefits.



Appendix One

Our audit approach

Our scope

1 Justice Transcribe is a transcription and summarisation tool enabled by artificial intelligence (AI) used by probation officers in meetings with people on probation. This report is a case study illustrating how the Ministry of Justice (MoJ) and HM Prison and Probation Service (HMPPS) implemented the Justice Transcribe tool and the productivity improvements they achieved. It is intended to illustrate the approach MoJ and HMPPS took and the lessons they learned from the design and implementation of the tool. The case study examines:

- how the opportunity for productivity improvement was identified;
- how Justice Transcribe was developed and piloted;
- how the tool was implemented at scale;
- what benefits have been realised; and
- the transition to business as usual and future plans.

Our evidence base

Document review

2 We reviewed a range of published and unpublished documents from MoJ and HMPPS, including documents related to:

- governance, including the business case and data protection impact assessment;
- guidance and training materials;
- system architecture and model evaluation overviews; and
- performance monitoring and evaluation.

Interviews with officials

3 Between June and August 2026, we conducted five interviews with officials involved in the development and rollout of Justice Transcribe. These included a 'lessons learned' session with operational and technical staff, and interviews with officials involved in the technical development of the tool, communications, data ethics and probation reform. We also held regular liaison meetings with HMPPS, in the course of which we resolved queries arising from our evidence review.

Interviews with probation staff

4 In July 2026, two paired interviews were conducted with probation officers with experience of using the tool to understand their experiences of the rollout of the tool and their perspectives on its impact on their work. The participating staff represented three different probation regions.

Analysis approach

5 We analysed interview data thematically and used these to inform our audit findings and test the evidence from the document review.

Artificial intelligence audit

6 We undertook a high-level review of documentation relating to the Justice Transcribe tool. The review was informed by the framework set out in *Auditing AI Systems: A Guide for Public Auditors* and focused on information provided by MoJ regarding the system's design, governance, risk management and evaluation.⁷ Our work was limited to reviewing summary documentation. We did not inspect the model, prompts, code, testing methodologies, test data or model outputs, and we did not independently verify the results reported to us.

⁷ Supreme Audit Institutions of Brazil, Finland, Germany, the Netherlands, Norway and the UK, *Auditing AI Systems: A guide for public auditors*, December 2025.

Appendix Two

Further reading

1 This Appendix includes a list of other relevant material published by the National Audit Office.

- National Audit Office, *Government workforce planning – audit framework*, July 2026.
- National Audit Office, *Good practice guide for organisations using AI*, May 2026.
- Comptroller and Auditor General, *Lessons learned: Smarter delivery – improving operational capability to provide better public services*, Session 2024-25, HC 952, National Audit Office, June 2025.
- Comptroller and Auditor General, *Making public money work harder*, HC 131, National Audit Office, July 2024.
- National Audit Office, *Digital transformation in government: A guide for senior leaders and audit and risk committees*, February 2024.
- National Audit Office, *Improving services – using information*, February 2023.
- National Audit Office, *Improving services – systematic improvement*, February 2023.
- National Audit Office, *Evaluating government spending: an audit framework*, April 2022.

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National Audit Office

Design and Production by NAO Communications Team
DP Ref: 018554-001

£10.00

ISBN: 978-1-78604-696-3