



States of Jersey Police

Policing Plan 2025- 2028



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Foreword by Chair JPA, Simon Harman



As Chairman of the Jersey Police Authority, I am proud to present the States of Jersey Police Policing Plan for 2025 – 2028. This document reflects our collective commitment to safeguarding the Island through innovative and community-driven policing, ensuring both efficiency and effectiveness remain at the core of our strategy.

The plan demonstrates a clear focus on delivering measurable outcomes through collaboration, robust resource management, and a proactive approach to tackling emerging challenges. With initiatives such as improving road safety, addressing violence against women and girls, and preventing youth crime, we continue to prioritise the safety and well-being of all Islanders, particularly the most vulnerable.

Efficiency is paramount, and the plan outlines steps to enhance service delivery through digital innovation and cost-effective measures, ensuring we maximise public value from every resource. Our strategic vision also reinforces the importance of transparency and accountability, with a comprehensive framework to monitor progress and adapt to evolving needs.

This plan represents our dedication to fostering trust, ensuring public safety, and delivering impactful policing services that meet the expectations of the community we serve.

Simon Harman

Foreword by Chief Officer Robin Smith



As Chief Officer of the States of Jersey Police (SoJP) I am proud to present our Policing Plan together with the Jersey Police Authority.

The States of Jersey Police maintains its relentless commitment to keeping our community safe, protecting the vulnerable, preventing crime, and bringing offenders to justice. Despite unprecedented demand, we continue to investigate several major operations.

The safety of our Island is the cornerstone of a prosperous society, and it is our duty to ensure every resident feels safe and secure. We appreciate that true safety encompasses not only the absence of crime, but also the presence of justice and a supportive community.

Violence Against Women and Girls (VAWG) has been prioritised through the development of clear strategies and plans that align with the National Operating Model for Rape and Serious Sexual Offences (RASSO) and working with our partners in the Law Officers' Department on the Domestic Abuse Action Plan. We will take this work forward in 2025, making greater strides to protect the vulnerable in our community.

Crime prevention is a shared responsibility between the SOJP, our partners, and the community we serve. This plan continues to outline strengthening partnerships, enhancing of engagement with communities, and implementing innovative crime prevention strategies. By working together, we can address the root causes rather than the symptoms of criminal behaviour and create a safer, more resilient Island.

In line with our commitment to delivering value for money, SoJP has worked hard throughout 2024 exploring opportunities to work in differing ways to improve effectiveness and deliver efficiencies. Determined to drive out waste, we have carefully examined the demand for our services and its source, to better understand how we manage this moving forward, in a changing economic landscape.

Appreciating that technology and digital innovation is core to delivering efficiencies, this plan will explore further opportunities in 2025 and beyond. This includes the recent introduction of a new website to provide further transparency and information for our community. SoJP have also embarked on the limited introduction of AI, which will be a key focus in 2025, ensuring ethics and robust governance are at the heart of our journey.

I express my heartfelt thanks to the dedicated members of the SOJP, whose steadfast commitment to our community is the foundation of our success. Our Island is more than just a location; it is a vibrant community where safety, justice, and the well-being of all are paramount. Your collaboration is essential to our collective success. Together, we will tackle the challenges ahead and create an even safer, more resilient Island for future generations.

Robin Smith

Executive Summary

This policing plan outlines a clear and strategic approach to ensuring the safety and well-being of all Islanders while prioritising the protection of our vulnerable communities. It sets a strong foundation for the next four financial years, emphasising a commitment to community focused policing, meaningful partnerships, and measurable outcomes that align with our strategic vision.

The plan is rooted in a strategic vision centred on maintaining public safety and safeguarding those most at risk. It details key shared initiatives, such as tackling violence against women and girls (VAWG), promoting road safety, and building stronger partnerships to prevent crime and support care experienced youths. Operational actions are carefully designed to align with these objectives, leveraging technology, training, and collaboration with partner agencies to deliver tangible results.

To ensure the plan's success, measurable outcomes are clearly defined, focusing on building public trust, reducing youth involvement in crime, and improving overall safety. Resource allocation is carefully managed, with officers and detailed budgeting to ensure accountability and efficiency.

Recognising potential challenges, the plan incorporates robust risk management strategies to mitigate issues and sustain progress. A structured process for performance monitoring and evaluation is also established, enabling ongoing review and the ability to make necessary adjustments to maintain alignment with strategic goals.

This plan reflects a proactive and accountable approach to policing, ensuring that resources are utilised effectively and efficiently and that our aims and intended outcomes will deliver meaningful benefits to all members of the community.




Policing Plan on a Page 2025


Each year, the JPA prepares an Annual Policing Plan for SOJP for the following financial year (2025) and for the rolling 3 financial years that follow. (2026, 2027 and 2028) to align with the Government Plan and Budget.

Each year, a set of objectives are chosen to be the strategic vision for that 12-month reporting period. The graphic below, outlines the 5 pillars of the vision for 2025 and the 16 objectives that will underpin the successful completion of this year’s performance framework.

POLICING PLAN 2025 OUR STRATEGIC VISION


We will ensure that Jersey remains a safe place to live and crime stays low. We commit to support and safeguard vulnerable people within our community as well as victims of crime. We want people to continue to have trust and confidence in our policing, and in doing so, we will ensure that our Police service is empowered to deliver the best service for Islanders whilst ensuring value for money.






KEEPING PEOPLE SAFE

- Deliver the National Operating Model for RASSO and the joint DA Action Plan (SOJP/LOD).
- Deliver the SOJP Corporate Parenting Plan.
- Collaborate with partners on the Road Safety Strategy.




PROBLEM SOLVING POLICING

- Identify those at risk of criminal exploitation and ensure they are supported and referred to the appropriate agencies.
- Use effective interventions for children engaged in criminal behaviour.
- Enhance the use of data-driven analysis to prevent and detect crime.




OUR PEOPLE OUR CULTURE

- Foster a culture where staff thrive under the Diversity, Equity and Inclusion Strategy.
- Implement the Wellbeing Strategy to ensure staff safety and welfare.
- Uphold community trust by adhering to SOJP values and the Code of Ethics.
- Empower staff to deliver exceptional public service through the L&D Strategy.



PREVENT CRIME AND BRING OFFENDERS TO JUSTICE

- Strengthen relationships and improve processes with criminal justice partners to bring offenders to justice.
- Implement the SOJP recommendations of the MONEYVAL inspection.
- Enhance understanding and response to individuals causing significant harm in the community.



PROVIDE VALUE FOR MONEY

- Provide policing services in line with the 2025 budget.
- Analyse drivers to understand current and future demand for effective resource allocation.
- Enhance effectiveness and efficiency by leveraging digital innovation, including AI solutions.

Financial Planning 2025 – 2028

Treasury and Finance colleagues have worked on the 2025 forecast to determine SOJP's headcount affordability in 2025. This is further impacted by police officer increments, which increase at a higher rate than civil service roles (in particular, following the successful completion of the probationary period).

The SOJP budget (as per extract from the [Budget Government Plan 2025 to 2028](#)) is as follows:

Lead Minister	Minister for Justice and Home Affairs
Accountable Officer	Chief Officer of the States of Jersey Police
Department	States of Jersey Police
Further information on services provided	Jersey Police Authority States of Jersey Police - Home

Statement of Comprehensive Net Expenditure

Statement of Comprehensive Net Expenditure				
	2025	2026	2027	2028
£'000	Estimate	Estimate	Estimate	Estimate
Revenue				
Levied by the States of Jersey	-	-	-	-
Earned through operations	168	168	168	168
Total revenue	168	168	168	168
Expenditure				
Social benefit payments	-	-	-	-
Staff costs	27,558	27,371	27,371	27,371
Other operating expenses	2,795	2,772	2,751	2,751
Grants and subsidies payments	-	-	-	-
Impairments	-	-	-	-
Finance costs	-	-	-	-
Total expenditure	30,353	30,143	30,122	30,122
Net revenue expenditure (near cash)	30,185	29,975	29,954	29,954
Depreciation and amortisation	650	650	650	650
Net revenue expenditure after depreciation	30,835	30,625	30,604	30,604

Following consultations, the initial required savings have been reduced, which should stabilise the headcount in 2025. The savings will be achieved by reducing police staff numbers (2 FTE in 2025 & 2.7 FTE in 2026) and reducing the Digital Forensics Unit growth bid by £47k as shown in the Service Level Analysis table opposite.

Pressures in the non-pay area remain a strong concern (circa £0.5M) and are planned to be absorbed by operating a vacancy factor, although work continues to look at additional efficiencies (e.g. fleet reduction).

Service Level Analysis

Service Level Analysis						
2025 Estimate		Near-Cash	Net Revenue	Non-Cash	Net Revenue	FTE
£'000	Income	Expenditure	Expenditure	Depreciation	Expenditure	Employees
States of Jersey Police Service	168	30,353	30,185	650	30,835	349.0
Total	168	30,353	30,185	650	30,835	349.0
FTE Role Reduction	-	-	-	-	-	(2.0)
Total	168	30,353	30,185	650	30,835	347.0

Service Level Analysis						
2026 Estimate		Near-Cash	Net Revenue	Non-Cash	Net Revenue	FTE
£'000	Income	Expenditure	Expenditure	Depreciation	Expenditure	Employees
States of Jersey Police Service	168	30,143	29,975	650	30,625	349.0
Total	168	30,143	29,975	650	30,625	349.0
FTE Role Reduction	-	-	-	-	-	(4.7)
Total	168	30,143	29,975	650	30,625	344.3

Service Level Analysis						
2027 Estimate		Near-Cash	Net Revenue	Non-Cash	Net Revenue	FTE
£'000	Income	Expenditure	Expenditure	Depreciation	Expenditure	Employees
States of Jersey Police Service	168	30,122	29,954	650	30,604	349.0
Total	168	30,122	29,954	650	30,604	349.0
FTE Role Reduction	-	-	-	-	-	(4.7)
Total	168	30,122	29,954	650	30,604	344.3

Service Level Analysis						
2028 Estimate		Near-Cash	Net Revenue	Non-Cash	Net Revenue	FTE
£'000	Income	Expenditure	Expenditure	Depreciation	Expenditure	Employees
States of Jersey Police Service	168	30,122	29,954	650	30,604	349.0
Total	168	30,122	29,954	650	30,604	349.0
FTE Role Reduction	-	-	-	-	-	(4.7)
Total	168	30,122	29,954	650	30,604	344.3

Strategic Vision

In implementing our policing plan, we are dedicated to maintaining Jersey as a safe and secure place with consistently low crime levels. We pledge to protect and support vulnerable members of our community and provide robust assistance to crime victims. By fostering trust and confidence in our policing, we will empower our police service to deliver exceptional care and protection for Islanders while ensuring cost-effective and efficient use of resources.

Performance Measurement and Evaluation

The fundamental outcomes of policing activities are to protect and ensure the safety, security, and well-being of our community. To understand how we are doing as a public service, we must measure and evaluate our performance.

We evaluate SOJP strategies and initiatives based on their stated aims, actions taken, and, most importantly, their outcomes and impact. Only through this do we form an organisational evidence base concerning what works in our context.

The SOJP conducts performance analysis and evaluation using analytical and data science methods. The analysis is presented monthly to the SOJP Performance Management Board and quarterly to the Jersey Police Authority.

By incorporating these measures into an outcomes-based accountability framework, we can systematically assess SOJP's performance, demonstrate accountability to stakeholders, and drive continuous improvement in the pursuit of meaningful outcomes.

This can be achieved by demonstrating outcome-based accountability. The JPA provides more details of this Outcome-based Accountability in the annual reports.

The JPA tracks the SOJP's progress towards or away from a desired outcome by using key indicators that measure service performance. These indicators are organised around three questions – How much did we do? How well did we do it? Is anyone better off?

An example of this in practice:

Measures of activities - How much did we do?

- Number of community meetings and engagements attended
- Increase of patrols to high-volume crime areas

Evaluating the quality of community policing - How well did we do?

- Positive feedback from community meetings, capturing satisfaction with police responsiveness and communication with the public
- Percentage of public concerns addressed within agreed timeframes

To measure outcomes and impacts of community policing - Is anyone better off?

- Reduction in localised crime figures that most affect the community such as vandalism, theft, and anti-social behaviours
- Improved perception of safety based on the Jersey Lifestyle survey result

Keeping People Safe

SOJP Aim

To enhance public safety and well-being by delivering key operational priorities, including the National Operating Model for Rape and Serious Sexual Offences, the Joint Domestic Abuse Action Plan, and the SOJP Corporate Parenting Action Plan. This aim also focuses on improving road safety through targeted education and enforcement of the Fatal 5, while collaborating with partners to advance the Island’s Collision and Casualty Reduction Plan.

Intended Outcomes

The outlined aim brings numerous benefits to the community and the effectiveness of policing efforts. These include:

Enhanced Protection for Vulnerable Individuals

1. By delivering the National Operating Model for Rape and Serious Sexual Offences and the Joint Domestic Abuse Action Plan, the SOJP demonstrate a commitment to supporting victims, improving investigation standards, and holding offenders accountable.
2. Supporting the Corporate Parenting Action Plan reinforces the protection and well-being of care-experienced children and young people in Jersey.
3. Improve the safety and reduce road risk for all road users through focused education and enforcement.

Stronger Partnerships and Collaborative Efforts

Collaborative approaches to tackling road safety and domestic abuse prevention strengthen the broader community’s resilience and awareness.

Working closely with agencies such as the Law Officers Department and other Island partners fosters better communication, shared resources, and a unified strategy to tackle pressing issues.

Collaboration with other key stakeholders on the Collision and Casualty Reduction Plan ensures a coordinated, Island-wide approach to preventing accidents and promoting responsible road use

Improved Road Safety

The **Fatal five** refers to the five most common and dangerous behaviours contributing to road traffic accidents and fatalities. These behaviours are:

- **Speeding**—Driving above the speed limit or too fast for road conditions reduces reaction time and increases the severity of crashes.
- **Driving Under the Influence (DUI)** – Driving while impaired by alcohol, drugs, or both, which significantly impairs judgment, reaction time, and coordination.
- **Not Wearing Seatbelts**—Failure to wear a seatbelt increases the risk of serious injury or death in a collision.



- **Careless Driving**—This includes a range of behaviours such as tailgating, improper lane changes, and failure to obey traffic signals, all of which can lead to accidents.
- **Using Mobile Phones While Driving** – Distracted driving, such as texting or making phone calls, reduces the driver’s attention and reaction time, increasing the crash risk.

Addressing these behaviours through education, enforcement, and awareness campaigns can significantly reduce road traffic fatalities and injuries.

Actions - Target completion date – End of 2025

1. We will deliver the National Operating Model for Rape and Serious Sexual Offences (RASSO) and the Joint Domestic Abuse Action Plan by implementing:
 - a) **Specialised Training:** Provide advanced training for officers and investigators to handle sensitive cases with professionalism and victim-centred care.
 - b) **Dedicated Units:** Establish an enhanced specialist team for (RASSO) and domestic abuse cases to ensure focused expertise.
 - c) **Improved Reporting Mechanisms:** Promote accessible, confidential ways for victims to report crimes, such as online platforms or community outreach initiatives.
 - d) **Collaboration:** Work closely with the Law Officers Department to streamline investigations, evidence handling, and prosecution processes.
 - e) **Awareness Campaigns:** Conduct public campaigns to raise awareness about domestic abuse, consent, and available support services.
2. We will deliver the SOJP Corporate Parenting Action Plan by raising awareness to all SOJP staff of their responsibilities as a corporate parent through the rollout of online training by:
 - a) **Producing a strategic assessment:** to improve our understanding of police contact with care experienced children & young people to inform the provision of more effective support
 - b) **Identifying Calls for Action:** to identify the signs of harm, abuse and exploitation early and respond effectively in a child-centred, trauma-informed way.
 - c) **Respecting Rights:** Ensuring we respect the rights of care-experienced children and young people in our custody suite by providing them with age-appropriate information and access to advocacy.
 - d) **Preventing Criminalisation of Youths:** Preventing the unnecessary criminalisation of care experienced children & young people and preventing escalating criminal behaviour through the proportionate use of our parish hall system for appropriate offences.
 - e) **Easy access to Complaints system:** Ensuring care-experienced children & young people can access the SOJP complaints system by providing accessible and age-appropriate information.
 - f) **Mentoring Programmes:** Develop mentorship initiatives connecting young people with positive role models, including officers trained in youth engagement.
 - g) **Youth Engagement:** Establish regular dialogue with care-experienced young people to ensure their voices shape policies and programmes.

3. We will Improve Road Safety and Reduce Harm and Risks on the Road (Fatal 5)
 - a) **Targeted Enforcement:** Deploy focused traffic enforcement operations to address high-risk behaviours such as speeding, impaired driving, and mobile phone use.
 - b) **Public Education Campaigns:** Deliver high-impact awareness campaigns on the dangers of the Fatal 5, leveraging social media, schools, and community groups.
 - c) **Technology:** Enhance the use of technology to address speeding hotspots, increase use of breathalysers, and roadside drug testing to enhance enforcement capabilities.
 - d) **High-Visibility Patrols:** Increase the presence of officers in high-risk areas to deter dangerous driving behaviours.

4. We will collaborate on the Island Strategy for Road Safety (Collision and Casualty Reduction Plan)
 - a) **Data-Driven Approaches:** Analyse collision and casualty data to identify hotspots and target resources effectively by aligning with the nationwide Stats 19 strategy
 - b) **Partnership Forums:** As members of the Road Safety Delivery Board, we regularly engage with government departments, parish halls, and community groups to align strategies.
 - c) **Infrastructure Improvements:** Advocate for better road designs, signage, and pedestrian crossings to improve safety for visitors and Islanders of Jersey
 - d) **Education Programmes:** Work with schools and businesses to educate pedestrians, cyclists, and drivers on safer road practices.
 - e) **Legislative Actions:** Actively contribute to the new legislation by setting out drug drive limits and parameters for roadside drug testing.

When effectively implemented, these actions will contribute to achieving the key aims of improving public safety and fostering trust in the SOJP force.

Measurements

Qualitative and quantitative measurements will demonstrate that the Aims and Actions have been achieved. These are listed as follows:

1. National Operating Model for Rape and Serious Sexual Offences and the Joint Domestic Abuse Action Plans will have documented key performance indicators (KPIs) to include the following:
 - a) **Increased Reporting Rates:** A rise in reports of rape, sexual offences, and domestic abuse can indicate improved trust in the SOJP and support systems.
 - b) **Improved Prosecution Rates:** Increased successful prosecutions demonstrate effective case handling and collaboration with legal partners.
 - c) **Victim Satisfaction Surveys:** Higher satisfaction scores from victims regarding SOJP support, investigation quality, and communication.
 - d) **Reduction in Repeat Offenses:** A decrease in repeat offenders for domestic abuse cases indicates the effectiveness of interventions.
 - e) **Awareness Metrics:** Engagement levels in public awareness campaigns (e.g., website visits, social media interactions, attendance at community events).

2. SOJP Corporate Parenting Action Plan

- a) **Staff Training:** 100% rate of completion of related staff training
- b) **Strategic Assessment delivery:** and capture of amendments resulting from learning lessons.
- c) **Engagement Rates:** Increased participation by care-experienced youth in programmes and activities designed for their well-being.
- d) **Improved Outcomes for Youth:** Monitoring statistics relating to the number of Child Protection Notices, missing reports, and criminal investigations relating to children in care to identify patterns, trends, and outcomes.
- e) **Feedback from Young People:** Positive responses in surveys or focus groups about their interactions with the SOJP and support networks, accessing advocacy services from detention in custody and the number of complaints.
- f) **Track and measure** the number of children being prosecuted for court or parish hall enquiry
- g) **Reduction in Vulnerability Reports:** A decrease in reports of care-experienced youths being at risk or exploited.

3. Road Safety and Reduction of Road Risk (Fatal 5)

- a) **Reduction in Fatalities and Serious Injuries:** Focused education and enforcement to result in fewer deaths and severe injuries on roads. Monitor and record the statistics and trends.
- b) **Enforcement Statistics:** The number of warnings issued, the number of arrests for impaired driving, and other Fatal 5-related offences.
- c) **Public Awareness:** Increased public knowledge of the Fatal 5 risks, measured through surveys or campaign reach metrics.
- d) **Driver Behaviour Change:** Evidence of improved compliance with speed limits, seatbelt usage, and reduced mobile phone use while driving.

4. Island Strategy for Road Safety (Collision and Casualty Reduction Plan)

- a) **Collision Data:** A measurable decrease in road traffic collisions, especially in identified hotspots.
- b) **Community Feedback:** Positive feedback from residents regarding perceived improvements in road safety.
- c) **Infrastructure Improvements:** Completion of road safety enhancements such as better signage, crossings, or traffic calming measures.
- d) **Partnership Outputs:** Number and quality of joint initiatives delivered with partners, such as shared campaigns or education programmes as recorded in Minutes from the Road Safety Delivery Board.

5. General Measures across All Aims

- a) **Public Confidence in Policing:** Improved scores in public confidence surveys, particularly in areas related to safety and victim support (Jersey Opinions and Lifestyle Survey)
- b) **Timeliness of Actions:** Delivery of initiatives within specified timeframes and budgets.
- c) **Partner Feedback:** Positive feedback from partner agencies on collaboration effectiveness.
- d) **Media Coverage:** Balanced or positive media narratives about the force's efforts and outcomes. This is actively tracked by the JPA.

By consistently tracking these measurements, the JPA can demonstrate accountability, progress, and tangible impact in SOJP achieving its strategic vision.

Problem-Solving Policing

Problem-solving policing – before presenting the Aims and Actions of this strategic priority, it is helpful to define what is meant by the term problem-solving policing. It is an approach to law enforcement that focuses on identifying and addressing the root causes of crime and public safety issues rather than merely responding to individual incidents. It involves a proactive, collaborative process where the SOJP work with the community and other stakeholders to analyse problems, develop tailored solutions, and implement strategies to prevent future occurrences.

This method typically follows the **OSARA model**, which stands for:

1. **Objective** – What is it that you hope to achieve
2. **Scanning** – Identifying and prioritising recurring issues or problems.
3. **Analysis** – Understanding the underlying causes and contributing factors of the problem.
4. **Response** – Developing and implementing strategies to address the identified issues.
5. **Assessment** – Evaluating the effectiveness of the response and making adjustments as needed.

This approach encourages officers to tackle causes not symptoms, focus on long-term solutions, community engagement, and multi-agency partnerships.

Why Problem-Solving Policing remains one of our Strategic Aims in this Policing Plan

1. **Proactive Crime Prevention** – As mentioned above, Problem-solving policing emphasises prevention by addressing the root causes of crime. It allows our police officers to reduce the likelihood of crimes happening in the first place rather than just responding to incidents. This proactive approach can lead to a reduction in crime rates over time.
2. **Community Engagement** - Our strategy promotes collaboration between the SOJP, the third sector, other government departments and task force groups, making the police force more responsive to the concerns and needs of residents. It helps build trust and strengthens the relationship between the SOJP and the public, fostering a sense of shared responsibility for safety.
3. **Resource Efficiency** - By addressing the underlying causes of crime (such as poverty, substance abuse, or inadequate community resources), problem-solving policing can lead to more effective use of resources. This is because solving the problem often reduces the need for repeated interventions, allowing police to focus on higher-priority issues.
4. **Enhanced Accountability and Transparency** - Problem-solving policing encourages clear identification of problems and the use of data to assess solutions. This creates a more transparent process where outcomes can be measured and evaluated. It increases accountability, as the success of strategies can be reviewed and adjusted based on evidence.
5. **Collaboration with Partners** - It encourages partnerships with other agencies, such as social services, schools, local government, and healthcare providers. These collaborations can address the broader societal issues that contribute to crime, such as mental health problems or youth unemployment. This approach ensures a holistic response to complex issues.



6. **Sustainable Long-Term Impact**— This approach focuses on problem identification and root cause analysis, aiming to create sustainable, long-term solutions that address crime more effectively than reactive policing. This helps ensure that reductions in crime are not short-lived but part of a broader strategy for improving public safety.

In summary, **problem-solving policing** aligns well with a strategic aim in a policing plan because it prioritises long-term, sustainable improvements in public safety, fosters community trust, improves resource efficiency, and encourages collaborative solutions. It ensures that policing efforts are not just about reacting to crime but actively working to prevent it and address its underlying causes.

SOJP Aim

To strengthen partnerships and collaboratively identify individuals at risk of criminal exploitation, ensuring they receive the necessary support and are referred to the appropriate agencies. In conjunction with our partners, we will implement effective interventions for children engaged in criminal behaviour, focusing on early intervention and rehabilitation. Additionally, we will enhance data-driven analysis to proactively prevent and detect crime, ensuring a more targeted and efficient approach to safeguarding the community.

Outcome

The desired outcomes of this policing plan include significantly reducing the number of young people involved in crime and antisocial behaviour, achieved through targeted interventions and early support. Additionally, we aim to see an increased reliance on data-driven analysis in the prevention and detection of crime, enabling a more proactive and efficient approach to safeguarding our community and addressing criminal activity. These outcomes will contribute to a safer, more resilient environment for all.

Actions – target completion date end of 2025

To deliver this year's strategic aim, the following actions will be taken:

1. **Effective Safeguarding Policies:** We will ensure the timely submission of Child Protection Notifications (CPNs) and consider utilising Police Protection Orders and Abduction Warning Notices where appropriate to safeguard vulnerable individuals.
2. **The Missing from Care framework:** Associated risk assessments will be fully integrated into our operational processes. Partner agencies will share relevant intelligence to support decision-making within the Edge of Care Team.
3. **Youth Justice Roadmap:** In partnership, we will implement the new Youth Justice Roadmap and produce the annual internal SOJP strategic assessment. This assessment will guide policing strategies and activities for 2025, including the summer patrol plan, Liberation 80, and Op Visible, which pertains to the Night Time Economy (NTE). We will also actively participate in the Building a Safer Community Framework.
4. **Annual Risk Assessment:** We will undertake an annual Management of Risk in Law Enforcement (MoRiLE) control strategy to prioritise key focus areas.
5. **Analysis and Response Assessment:** We will enhance training, awareness, and application of the OSARA model across all aspects of policing to improve effectiveness in tackling crime and antisocial behaviour.

Measurements

To effectively measure the successful delivery of our strategic aims in problem-solving policing, we will track various key indicators.

These include:

1. **Increase Intelligence Sharing:** We will monitor the number of CPNs to be shared with the Multi-Agency Safeguarding Hub (MASH) and track trends through the number of Police Protection Orders and Abduction Warning Notices.
2. **Monitor and Track Trends:** We will additionally record and analyse the number of missing reports and delayed responses (iLogs), identifying significant patterns and trends. We will then provide a rationale and suitable explanations to the Performance Management Board (PMB) for any discrepancies.
3. **Monitor Reports:** We will closely monitor the number of intelligence reports and tasking packages sent to the strategic missing group/meeting and their outcomes.
4. **Track Delivery and Produce Reports** The Senior Leadership Team (SLT) will oversee the delivery of the SOJP components of the Youth Justice Roadmap, with progress tracked through the production and dissemination of the internal annual Strategic Assessment.
5. **Improved Performance and Data Analysis:** The Performance Management Board and Tactical Tasking and Coordination Group (TTCG) will also review the outcomes. Moreover, the submission of the annual control strategy to the SLT and participation in partner forums will be monitored, ensuring that all outputs are integrated within the framework for a safer community.
6. **Improved Staff Training:** We will also observe the proportion of relevant staff trained in the OSARA model and assess the number and effectiveness of OSARA problem-solving initiatives. These measurements will provide a clear overview of our progress and ensure we remain on target to achieve the desired outcomes.

These measurements will provide a comprehensive picture of our progress in achieving the strategic aim and ensure we remain on track to deliver positive outcomes.



Our People Our Culture

Including a section on Our People and Our Culture in the annual policing plan reflects a strategic vision to prioritise the well-being, development, and values of the police workforce. This section recognises that the effectiveness of policing is directly tied to the strength, morale, and alignment of its personnel with the organisation's mission and values. The vision behind this inclusion encompasses the following elements:

1. **Empowering the Workforce** - By focusing on "Our People," the plan emphasises the importance of supporting officers and staff through training, professional development, and initiatives that enhance their skills, resilience, and adaptability to new challenges.
2. **Fostering a Positive Culture** – A strong organisational culture promotes values such as integrity, accountability, inclusivity, and respect. Including this section signals a commitment to maintaining an ethical and supportive work environment that inspires trust within the team and with the community we serve.
3. **Improving Wellbeing and Retention** - Highlighting people and culture demonstrates a focus on employee well-being, mental health, and job satisfaction. This, in turn, helps to retain skilled personnel and reduce the impacts of stress and anxiety.
4. **Alignment with Community Values** - By addressing internal culture, the police force ensures its values align with the community it serves, fostering trust, collaboration, and inclusivity. This creates a workforce reflective of the community's diversity and shared priorities.
5. **Adapting to Future Needs** - Including "Our People and Our Culture" acknowledges the evolving nature of policing. It demonstrates foresight in preparing the workforce for technological advancements, complex societal challenges, and the need for continuous improvement.
6. **Embedding Accountability and Transparency** - A focus on culture ensures that high standards of professionalism and behaviour are upheld, reinforcing public confidence and accountability in policing practices.

In summary, this section is a strategic investment in the workforce, ensuring that officers and staff are not only equipped to meet current challenges but are also supported in fostering a progressive, inclusive, and ethical policing environment. It positions "Our People and Our Culture" as central pillars in delivering effective and community-focused policing.

SOJP Aim

The purpose of this aim is to foster a supportive and inclusive culture within the organisation where staff can thrive. This will be achieved by implementing the Equality, Diversity, and Inclusion Strategy, ensuring every individual feels valued and respected. The Wellbeing Strategy will prioritise the safety, health, and overall welfare of all personnel, recognising the importance of their physical and mental well-being. By upholding the SoJP Values and the Code of Ethics, we aim to maintain the trust and confidence of the community we serve. Finally, through the delivery of the Learning and Development Strategy, we will empower our people with the skills and knowledge necessary to provide exceptional public service, driving excellence in all aspects of policing.



Outcome

The intended outcomes are centred on creating a thriving workforce and enhancing the quality of service provided to the community. These outcomes include:

1. **A Thriving Workforce:** Colleagues feel supported, valued, and empowered to reach their full potential within a diverse, inclusive and respectful workplace culture and environment.
2. **Improved Well-Being:** Colleagues experience enhanced physical and mental health, resulting in higher morale, reduced absenteeism, and increased resilience to the challenges of policing.
3. **Strengthened Trust and Confidence:** The community's trust and confidence in the SOJP are reinforced as officers and police staff consistently demonstrate the SoJP Values by adhering to the College of Policing Authorised Professional Practice, the Code of Ethics and professional standards in their behaviours, actions and decision-making.
4. **Continued improvement:** Enhanced Organisational effectiveness and continual improvement of staff alongside the effective delivery of public service. A motivated and capable workforce contributes to improved operational efficiency, higher public satisfaction, and better overall outcomes for policing initiatives.

These outcomes collectively support the overarching vision of a professional, ethical, and community-focused police service.

Actions - target date for completion end of 2025

1. **Implement work streams:** we will implement work streams and plans that sit within the remit of the People & Culture Board.
2. **Staff Survey Analysis:** We will analyse the 2024 Be Heard staff engagement pulse survey deeply and construct an action plan to address any identified issues.
3. **Address Improvements in Diversity:** We will undertake and analyse the results of the SoJP diversity questionnaire to inform a plan of action to address areas identified for improvement, if necessary.
4. **Delivery of Training:** We will deliver Trauma Resilience Training to relevant staff across the organisation.
5. **Embed Policy:** We will fully embed the new Trauma Risk Incident Management policy (TRiM is a welfare-led process intended to assess the response of a member of staff exposed to a potentially traumatic incident).
6. **Enhance Support:** We will provide appropriate psychological screening, supervision and enhanced support to all staff in high-risk posts where necessary.
7. **Implement Strategy:** We will implement the 2025-27 SOJP Wellbeing Strategy with an associated action plan.
8. **Improve Vetting:** We will continue to rigorously vet our people in line with the Authorised Professional Practice (APP) as issued via UK national guidelines. This will include a continuous approach to vetting current SOJP employees.

9. **Scrutinise Professional Standards:** We will ensure that our Professional Services Department undertakes thorough investigations when existing staff fail to meet the standards of professional practice and Codes of Conduct.
10. **Enhancing Supervision:** We will ensure that all new recruits and employees are subject to rigorous supervision during any probationary period to ensure they adhere to the force's values and the Code of Ethics.
11. **Improve Training:** As part of the new Learning & Development Strategy, we will implement the revised on-island training model for all new recruits and continue rolling out the Metropolitan Police Leadership Programme to line managers.
12. **Monitor Training Requirements:** We will undertake a regular and comprehensive Training Needs Analysis process to ensure the organisation has the requisite profile of suitably trained staff, including specialisms, to deliver an effective and efficient service.

Measurements

To ensure the successful delivery of the Our People, Our Culture strategic vision, we will implement a comprehensive set of measures:

1. **Monitoring Progress:** Progress and actions will be closely monitored through the People and Culture (P&C) Board, with additional oversight provided by quarterly reviews at the HR Forum and regular updates to an action tracker.
2. **Impact of Action Plans:** The 'Be Heard' pulse survey results will inform action planning, with completion rates and staff feedback used to measure engagement and impact.
3. **Completion of Action Plan:** A robust communication plan will ensure that all initiatives are effectively disseminated and progress will be tracked against set timelines, including achieving at least one-third of the recommendations from the three-year plan Wellbeing Strategy and Action Plan.
4. **Increase of Officers and Staff Completing Training:** Key training goals will include ensuring the proportion of relevant officers and staff are trained in 2025, with training needs aligned to a Training Needs Analysis (TNA). Additionally, the completion rates for mandatory training on One File will be reviewed to ensure adherence to timelines, with action plans also monitored for completion rates.
5. **Increase in Officers and Staff engaging with TRiM:** Attendance and feedback will be reviewed to evaluate the success of training programmes. The organisation will enhance staff wellbeing by monitoring the use of the TRiM process, screening high-risk staff within set timescales, and ensuring participation in supervision support.
6. **Increased Percentage of Vetting Completion:** To maintain integrity and accountability, we will ensure that all personnel hold the correct level of vetting for their roles, adopt the Integrity Health Check, and monitor the statistics and outcomes of the Professional Standards Department (PSD) investigations, including process times.

Through these targeted measures, we will support a culture of inclusivity, professionalism, and wellbeing, aligning all actions to the strategic vision of Our People Our Culture and ensuring its successful delivery.

Preventing Crime and Bringing Offenders to Justice

"Prevent Crime and Bring Offenders to Justice", reflects a dual commitment to proactive and reactive policing. It highlights the overarching goal of reducing crime through prevention strategies while ensuring accountability by identifying and prosecuting those who commit offences.

Crime Prevention: A commitment to tackling the root causes of crime, reducing opportunities for criminal activity, and implementing measures to protect individuals and communities from harm. There is an emphasis on collaboration with partners, education, and community engagement to create safer environments.

Employing data-driven analysis and technology to predict and prevent criminal activity.

Bringing Offenders to Justice: Ensuring that those who commit crimes are identified, investigated, and held accountable through fair and robust legal processes.

Trust can be fostered by demonstrating professionalism, transparency, and effectiveness in handling criminal cases.

Providing support for victims of crime, ensuring their voices are heard, and delivering justice on their behalf.

A Balanced Approach: This vision acknowledges the importance of preventing harm before it occurs and decisively addressing it when it does, reflecting a holistic approach to public safety.

In this section, we refer to Moneyval and the recent inspection of the Island. Moneyval is the Council of Europe's primary monitoring instrument in the fight against money laundering and the financing of terrorism.

SOJP Aim

The SOJP are committed to bringing offenders to justice by fostering stronger relationships with criminal justice partners, including the Law Officers Department, to streamline and enhance the efficiency and effectiveness of legal processes. We aim to implement the recommendations outlined in the Moneyval inspection report, ensuring compliance with best practices and strengthening our capabilities to address financial and organised crime. Additionally, we will focus on improving our understanding of and targeted response to individuals and groups who inflict the greatest harm on our community, prioritising the safety and well-being of all Islanders.

Outcome

The SOJP aim to achieve measurable outcomes through their efforts to bring offenders to justice. These include further enhancing public trust and confidence in SOJP investigations, reflecting a commitment to transparency and effectiveness. Additionally, there is a focus on securing more convictions in money laundering and terrorist financing cases, demonstrating the force's dedication to combating financial crimes. Finally, the SOJP strive to enhance their ability to identify and dismantle organized crime groups targeting the Island, ensuring the safety and security of the community.



PREVENT CRIME AND
BRING OFFENDERS TO
JUSTICE

Strengthen relationships and improve processes with criminal justice partners to bring offenders to justice.

Implement the SOJP recommendations of the MONEYVAL inspection.

Enhance understanding and response to individuals causing significant harm in the community.

Actions – target date for completion end of 2025

1. **Monitoring Accountability:** We will drive improvements in case file quality by holding our people accountable through auditing, monitoring, and providing feedback to ensure standards are met.
2. **Implementing Improvements:** We will implement the recommendations from the File Quality Improvement Plan
3. **Implementing Recommendations:** We will implement the recommendations from the Moneyval inspection undertaken in 2024
4. **Active Collaboration:** We will actively identify OCG (Organised Crime Groups) mapping and disruption in partnership with regional and national agencies. This will further evolve prosecution rates for the Island.
5. **Process Alignment:** We will seek to align the links between our performance data, intelligence-led 'tasking', and daily management processes.
6. **Harm Reduction:** We will see an increase in appropriate disruption of those causing the most significant harm.

Measurements

To ensure the successful delivery of the strategic vision "Preventing Crime and Bringing Offenders to Justice," the following measures will be used to track progress and outcomes:

1. **Case Outcomes:** A key indicator will be the increase in SOJP charges resulting in guilty pleas at the first hearing, demonstrating the efficiency and effectiveness of initial case handling. Additionally, we will measure the reduction in the number of advice files rejected internally and the number of cases discontinued due to poor file quality, ensuring that cases are properly prepared for prosecution. Another key metric is the reduction in the number of advice files returned for further work after the first review, which indicates the quality and completeness of case files from the outset.
2. **Completion of Recommendations:** We will track the proportion of recommendations completed from strategic reviews and ensure the implementation of at least 80% of actions within key working groups, such as the Law Enforcement and Prosecution Working Group and the Terrorist Financing Working Group. These efforts will demonstrate sustained improvements in operational practices.
3. **Disruption of Organised Crime Groups (OCGs):** A critical goal is developing and implementing a local version of the Serious and Organised Crime disruption manual to strengthen our approach to targeting organised crime. Progress will be tracked by mapping all local OCGs and assessing the percentage of OCGs and TTCG (tactical tasking and coordination groups) disrupted, ensuring that our actions effectively weaken criminal enterprises.
4. **Targeted Crime Group Disruptions:** The effectiveness of the TTCG and DMM (Tasking and Coordination Group / Decision-Making Model) processes will be measured by the percentage of targets appropriately disrupted and the data-driven links to the performance board, ensuring that we align operational activities with strategic priorities and monitor impact.

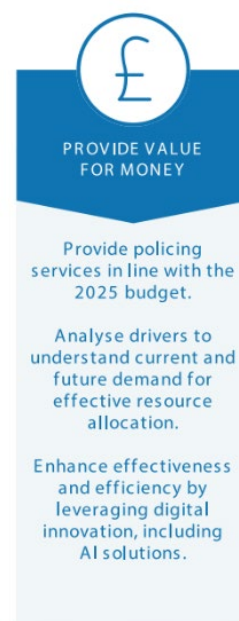
Through these measurable actions, we will demonstrate our commitment to reducing crime, ensuring offenders are brought to justice, and holding offenders to justice while addressing the underlying factors contributing to crime in our communities.

Value for Money

"Value for Money" (VfM) in the context of public finance refers to the effective and efficient use of public resources to achieve the best possible outcomes for the public, ensuring that taxpayer money is spent wisely. When applied to providing policing services in a policing plan, it involves delivering high-quality, effective police services while ensuring that resources—such as budgets, time, and personnel—are used efficiently to maximise the benefit to the public.

This policing plan ensures that Value for Money can be demonstrated in the 2025 budget through several actions:

1. **Strategic Budgeting:** Ensuring the policing budget is allocated efficiently, focusing on high-priority areas that maximise public safety and trust. This includes prioritising crime prevention programmes, technology investments, or community policing initiatives that yield the highest return on investment.
2. **Measuring Outcomes:** Setting clear objectives and performance metrics to measure the effectiveness of policing initiatives and ensuring that these metrics demonstrate the cost-effectiveness of each programme.
3. **Collaboration:** Working with other public, third sector and private organisations to pool resources and share knowledge, thus reducing duplication of efforts and increasing the overall efficiency of service delivery.
4. **Accountability and Transparency:** Reporting on how resources are being spent and the results achieved, demonstrating to the public that money is being used wisely to deliver the best possible outcomes.
5. **Efficient and Effective:** Ensures that resources are used effectively and efficiently to protect the public and improve community safety while being transparent and accountable to the public who fund the services.



SOJP Aim

Ensuring value for money in policing services is crucial to delivering effective outcomes within the envelope of the 2025 budget allocation. By understanding the drivers of current and future demand, we can make informed, strategic decisions about resource allocation. Additionally, maximising effectiveness and efficiency through digital innovation, including integrating Artificial Intelligence solutions, presents opportunities to enhance service delivery while maintaining fiscal responsibility.

Outcome

The intended outcomes of using value for money in policing include transparent, accurate, and effective financial governance, ensuring that resources are allocated efficiently and aligned with strategic priorities. We can enhance operational effectiveness by placing the right resources in the right place at the right time. Additionally, continuously exploiting innovative solutions drives ongoing improvement, ensuring policing services remain responsive, efficient, and adaptable to emerging challenges.

Actions – target date for completion end of 2025

1. **Align Service with Finances:** We will deliver policing services aligning with the available budget in 2025 and we will monitor and maintain all financial forecasts to ensure accuracy throughout 2025
2. **Robust PFM Policies:** We will maintain the Force Contract Register and expenditure to ensure continued compliance with the PFM (Public Finances Manual).
3. **Identify Force Demand:** We will refresh the Force Management Statement (FMS) and MoRILE assessment, identifying demand throughout the organisation.
4. **Improve Data and Records Management:** We will improve data quality and records management to enable informed decisions, improve efficiency, and ensure compliance with relevant legislation. We will also create a Policy Lifecycle Management framework.
5. **Address Demand Pressures:** We will implement a revised Target Operating Model (TOM) that is affordable in line with the assigned 2025 budget and address key demand pressures and risks as identified in the FMS 2024.
6. **Implement New National Data Service:** We will implement the LEDS (Law Enforcement Data Service) project, replacing PNC (Police National Computer), following the Home Office-defined model.
7. **Embed new Digital Strategy:** In collaboration with Digital Services, we will continue to embed a “Cloud First” approach in line with NPCC Digital Strategy. Embrace opportunities for AI: We will embed current Artificial Intelligence (AI) projects, including Transcription Services, and scope further AI opportunities (e.g. Translation Services and vetting).
8. **Enhance Force Website User Experience:** We will explore and further enhance the Force Website online self-service capabilities, e.g. (an online portal for individuals to securely access their personal data held by SOJP (convictions)).
9. **Improve Forensic Services:** We will build and implement a quality management framework (QMF) across forensic science within SOJP.

Measurements

To evidence the strategic vision of providing Value for Money in the annual policing plan, the following measures will be implemented and monitored:

1. **Monthly Monitoring:** Progress on financial performance will be tracked through monthly finance progress reports and by monitoring staff costs during the monthly HR Forum meetings. This ensures that the budget is being adhered to and that resources are being efficiently allocated.
2. **Incident and Capital Reporting:** The output of monthly Gold groups for major incidents and quarterly capital meetings will be assessed to monitor resource allocation and ensure that capital expenditure is effectively contributing to the achievement of operational goals.
3. **Performance Tracking:** Ongoing performance will be monitored through the Performance Management Board (PMB), providing regular oversight of the impact of policing activities and the use of resources. Additionally, quarterly finance breakdowns and forecasts presented at finance meetings and SLT meetings will ensure that financial resources are being allocated efficiently.

4. **Risk Management and Compliance:** The number of breaches submitted and updates on Morile (Q1) and FMS (Q3) will be tracked to ensure compliance with financial protocols. Furthermore, actions and outputs will be referenced in management forums such as PMB, HR Forum, and Finance Governance to evaluate whether objectives are being achieved in line with financial constraints.
5. **Strategic Oversight:** Quarterly summaries provided at SLT meetings will highlight progress and challenges while ensuring strategic goals remain aligned with the available resources.
6. **Information Management and Updates:** Regular updates and improvements will be presented at monthly Information Management meetings, ensuring data is accurate and accessible for decision-making.
7. **Delivery of Recommendations:** Progress in implementing recommendations from external inspections will be measured, including the delivery of Northern Ireland inspection recommendations, which the SLT will sign off.
8. **Staff Engagement and Training:** Ensuring all staff are briefed on the revised financial model and tracked staff forecasts will enhance awareness and understanding of financial priorities. Adoption of the new LEDS products will be aligned with timelines established by the Home Office, ensuring technological improvements are in line with operational needs.
9. **Innovation and Technology:** The volume of AI-related and self-service requests logged in the Innovation Hub will be tracked and reported to the Transformation Board. This will ensure that new technology and processes are effectively implemented to improve efficiency and reduce costs. Additionally, cloud options will be assessed as part of the technology business (TB) processes to evaluate cost-effective digital solutions.
10. **Governance and Compliance:** The delivery of the National Intelligence (NI) inspection recommendations will be monitored, with SLT sign-off ensuring that required actions are completed. A clear library of policies will be maintained on SharePoint, with regular reviews in place to ensure that policies remain up-to-date and relevant. Furthermore, a Quality Management Framework (QMF) will be created and published, with actions tracked and completed within specified timelines.

These measures ensure continuous monitoring, accountability, and improvement of financial practices to deliver Value for Money while focusing on the effective use of resources to achieve policing objectives.