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States of Jersey Police

# POLICING PRIORITIES

FOR 2020-2023



Prepared by



# Contents

Foreword by Chair of Jersey Police Authority	3
Foreword by Chief Officer of States of Jersey Police	4
Strategic Outcomes and Key Indicators	5
Policing Priorities	6
Actions and Initiatives	7
• Jersey Safe and Crime is Reduced	7
• Victims and vulnerable people are safeguarded and supported	7
• People have confidence in States of Jersey Police	8
• The States Police Force is well managed and continuously improves	9
• The States Police Force has a capable and resilient workforce	9



I am delighted to present our new Policing Priorities for the years 2020 to 2023. This is a new approach which the Authority has adopted to better align itself with government financial planning. The Authority believes that having started with an annual plan before moving to a two year plan, this longer four-year time frame will provide Islanders with a better indication of what the States of Jersey Police wish to achieve and, importantly moving forward, what it is expected to cost. For this reason, the priorities and objectives will be targeted, but subject to change as time progresses and re-evaluated on a year by year basis.

With the adoption of the new Government Plan by the Assembly, our Policing Plan for 2020 – 2023 looks to ensure that the policies approved by the States are embedded within our own Policing priorities. This requires a tangible and verified set of indicators so that we can more accurately measure performance to ensure that Jersey remains a safe and sustainable Island for our residents and visitors alike. The new Government Plan also marks a vital commitment to fund the recruitment of new officers to bring total strength from a figure of 190, up to 215 warranted officers and I wish to acknowledge this vital commitment and the support that it received from the Minister for Home Affairs and his team. These extra officers will make an enormous difference, not just to the service that the public of Jersey rightly expect, but also to officers themselves, relieving stress and allowing for greater flexibility in deployment, training and leave.

One of the main strategic outcomes of this new Plan, is that people have confidence in their Police Force. By increasing the establishment, we will ensure that the police have a presence in the community by re-introducing the Community Policing function, focussing on early intervention, greater partnership working and the prevention of crime and anti-social behaviour. Confidence should not be taken for granted however, and the Authority was pleased to receive the report from Her Majesty's

Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) which lists areas for improvement within performance and leadership and also makes recommendations on enhancing partnership working with other services. All of the recommendations and areas for improvement have been included within the Plan and it is hoped that many will be achieved in 2020. The full report is available to view on our website.

It is also worth mentioning that the future role and responsibilities of the Authority may change in the future as a consequence of the positive reception from government of the Report into Police Governance, issued in March 2018 by the former Comptroller and Auditor-General. In a true partnership between government, States of Jersey Police and the Authority, a well-constructed and supported set of instructions have now been sent to the Law Draftsman with the aim of bringing amendments to the States of Jersey Police Force (Jersey) Law 2012 to the Assembly during this year. If approved, these amendments will clarify the role of the Authority as the custodian of the public interest, increase our resources and further guarantee the operational independence needed by the States Police in order to uphold the law.

Finally, it is my great pleasure to recognise the appointment of our new Chief Officer, Mr Robin Smith, who has responsibility for the operational delivery of this plan moving forward.



**Jason Lane**  
Chair JPA



I was delighted to be sworn in as Chief Officer for the States of Jersey Police earlier this year. With it comes the privilege of leading a dedicated group of men and women who are committed to delivering the very best policing service to our Island community and our many visitors.

Our overarching priorities are clear:

- Catch criminals
- Protect the vulnerable and,
- Get there quickly when you need us

It really doesn't need to be any more complicated than that, despite operating in an increasing complex world, with many competing demands and justifiably high expectations. This Policing Plan sets out 'how' we intend to deliver our services by revitalising those things we all hold dear...visible policing embedded in the heart of our parish communities. This year we will 'reboot' Community Policing, ensuring we are agile, responsive and relentless in the pursuit of criminals, keeping people safe and confident in the knowledge we are tackling those things that matter most.

We will be even more visible, often patrolling on foot at key locations and at a time when we can most effectively provide reassurance, prevent crime, disorder and anti-social behaviour. With the use of social media,

we will be more accessible too, ensuring you know who your local officer is and how best to contact and engage with them.

We also acknowledge the importance of our specialist crime assets to hunt down those intent on committing serious crime and will constantly seek to enhance our capability and capacity to tackle the threats they pose. Implicit in this is protecting the most vulnerable in our community, who are often disproportionately affected by serious criminality.

We have an exciting year ahead of us as we increase the number of police officers to 215 and have ambitious plans to ensure their presence is seen and felt. I look forward to working alongside Jersey Police Authority, Government and other valued partners, constantly striving to find the best outcomes for Islanders.

Our ambition is clear - to provide a world class policing service that the Island is proud of.



**Robin Smith | Chief Officer**





### That Jersey is safe and crime is reduced

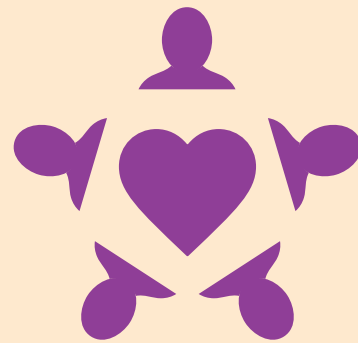
Key indicators to ensure we achieve this outcome include:

- A % change in overall numbers of recorded crimes per 1,000 population,
- A % change in resident population who feel safe in their neighbourhood.

### Victims and vulnerable people are safeguarded and supported

Key indicators to ensure we achieve this outcome include:

- A % change in victims supporting a criminal complaint,
- A % change in repeat Victims,
- A % change in children who are exposed to high risk Domestic Abuse.



### People have confidence in the police

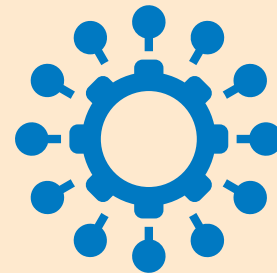
Key indicators to ensure we achieve this outcome include:

- A change in the % of Islanders who think that our States Police Force is targeting issues that matter the most in our communities,
- A change in the % of people who think that our States Police Force is doing a good job.

### Our States Police Force is well managed and is continuously improving

Key indicators to ensure we achieve this outcome include:

- A % change in Police Officers and Staff per 1,000 population,
- A % change overall cost of Policing per 1,000 population.



### Our States Police Force has a capable and resilient workforce

Key indicators to ensure we achieve this outcome include:

- A change in the % of our workforce who would describe our organisation as a good place to work,
- A change in the % of Officers and Staff who consider themselves competent to undertake their role.

# OUR POLICING PRIORITIES

## That Jersey is safe and crime is reduced

- We will reduce re-offending
- We will tackle Domestic Abuse and Sexual Violence
- We will work in partnerships to ensure road safety
- We will investigate International Money Laundering and terrorist financing where identified

## People have confidence in the police

- We will establish a community policing capability that focuses on problem solving and engagement
- We will tackle hate crime and anti-social abuse
- We will increase the diversity of the States of Jersey Police workforce to better reflect the community it serves

## Our States police force has a capable and resilient workforce

- We will invest in the skills and capabilities of police officers and police staff
- We will prioritise police officer and police staff health and wellbeing
- We will develop and implement career and succession paths alongside talent development plans

## Victims and vulnerable people are safeguarded and supported

- We will ensure that Children and Young People grow up safely
- We will work in partnership to deliver a 24/7 mental health crisis service
- We will work in partnership to support victims at all stages of the criminal justice system

## Our States police force is well managed and continuously improves

- We will support the OneGov transformation programme to ensure that the States Police Force maximises opportunities for efficiency and effectiveness
- We will continue to improve efficiencies particularly through digital transformation opportunities
- We will research monitor and prepare for emerging crimes and trends



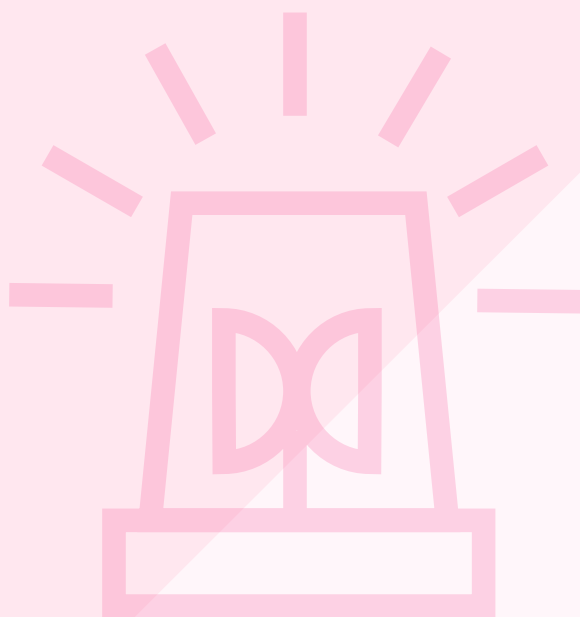
## Jersey is Safe and Crime is reduced

- We look forward to developing and introducing a programme to help prevent and / or reduce the risk of crime and abuse committed by identified Domestic Abuse perpetrators
- We will explore technological opportunities and solutions to tackle road safety
- We will research the characteristics and profile of repeat offenders, and develop plans to reduce re-offending
- We will embed Counter Terrorism considerations across government team
- We will enhance financial crime intelligence from industry through the establishment of a multi-agency triage assessment framework
- We will review and consult on existing and proposed legislation that supports making Jersey safer



## Victims and Vulnerable People are Safeguarded and Supported

- We will support the delivery of the Government Children's Plan
- We will review, develop and implement a new States of Jersey Police Adult Safeguarding Policy
- We will better understand the opportunities and basis of how modern-day slavery and people trafficking may present in Jersey
- We will pilot an integrated victim & witness service
- We will research the characteristics and profile of repeat victims
- We will develop plans to reduce the number of repeat victims
- We will continue to implement the States of Jersey Police's "10 pledges to Children and Young People"
- We will review the current and future policing requirements for the more senior members of our community



# PEOPLE HAVE CONFIDENCE IN STATES OF JERSEY POLICE

## We will:

Increase our Police officer establishment to 215 and a further **9 Police staff**.



**Re-introduce** a Community Policing function, focusing on early intervention, greater partnership working, Crime Prevention, and Anti-Social Behaviour.

Introduce **problem solving policing** initiatives, setting out standards in policy and procedures, and deliver the required training to our officers and staff.



Undertake surveys to **better understand** the characteristics and diversity of our workforce.

Work with partners in the completion of the **National Risk Assessment** process to better understand the focus in combating Financial Crime.



**Ensure Digital** practices are aligned to **BS 10008** (digital evidence).



## The States Police is Well Managed and continuously improves

We will:

Support a further review by HMICFRS into demand and resourcing

Progress the implementation of the 'Areas for Improvement' and 'Recommendations' outlined in the HMICFRS 2019 inspection report

Continue to implement the Force digital strategy as well as monitoring and responding to the national police digital agenda

Design and introduce a new target operating model and organisational structure

Explore feasibility of securing ISO standards or equivalent across Scientific Services and Hi-Tech Crime

Research and develop a Big Data Strategy to improve reporting, predictive data models and performance framework

Ensure that conclusions and recommendations made by the Jersey Police Complaints Authority following their investigations, are acted upon

## The States Police Force has a capable and resilient workforce

We will:

Introduce a well-being strategy for officers and staff

Identify opportunities to extend the training services provided by Norfolk Constabulary

Develop and Implement a Professional Development Unit, to support student officers through their probation, training and diploma qualification

Identify succession, career pathways and talent development plans in preparation for implementation in 2021

Undertake a skills audit of the force

Review, update and deliver core training programmes for officers and police staff

Continue to develop and enhance the forces capability to deal with all aspects of the evolving cyber threat. Focusing in particular on Online Fraud and opportunities to help protect the public



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