
STATES OF JERSEY



GOVERNMENT PLAN 2022-25 REVIEW (S.R.16/2022): RESPONSE OF THE MINISTER FOR HOME AFFAIRS

**Presented to the States on 26th January 2022
by the Minister for Home Affairs**

STATES GREFFE

**GOVERNMENT PLAN 2022-25 REVIEW (S.R.16/2022): RESPONSE OF THE
MINISTER FOR HOME AFFAIRS**

Ministerial Response to:	S.R.16/2021
Ministerial Response required by:	26th January 2022
Review title:	Government Plan 2022-25 Review
Scrutiny Panel:	Children, Education and Home Affairs Scrutiny Panel

INTRODUCTION

The Minister is grateful to the Panel for their review of the Government Plan 2022 – 2025 and responds as follows to their findings and recommendations.

FINDINGS

	Findings	Comments
3	The Minister for Home Affairs has explained that a target of a £406,000 reduction in non-staff expenditure across the Department for Justice and Home Affairs has been set and is intended to identify waste and duplication across the service. This is intended to be confirmed by the middle of 2022.	Noted. This remains to be identified.
4	The Minister for Home Affairs has confirmed that an estimated £184,000 income in respect of visa, work permit and passport applications has been profiled for 2022 by the Customs and Immigration Department as part of the rebalancing measures. There is, however, no certainty at this stage as to whether this target is achievable, and the Minister will be required to monitor this carefully throughout 2022.	Noted. Covid remains a factor in the uncertainty of passport income, but JCIS is expecting a surge in the Spring. Looking at historic trends, this target does appear to be a reasonable one.
5	It is intended for a recurring spend reduction of £315,000 from 1st January	Noted.

	Findings	Comments
	2022 (3% of the services budget) to be made within the States of Jersey Prison Service as part of a new target operating model for the service. However, this new operating model has yet to be finalised and there is a presumption that it will be undertaken with a view to achieving this level of saving.	
6	It is intended for the States of Jersey Police Force to make savings totalling £459,000 across the non-staff budget of £3.1 million. Taking into the account the transfer of Police IT which occurred earlier in 2022, this would reduce the non-staff budget to £2.9 million in 2022. The Chief of Police has identified several areas where these savings can be found and is confident that they can be achieved.	Noted, although the transfer of Police IT occurred in 2021, not 2022.
7	It is intended to make an efficiency saving of £377,000 within Civilian Roles in the States of Jersey Police Force in 2022. This does not relate to a removal of posts, but to posts which have been frozen following a staff review into civilian roles within the Police Force. It is noted that the savings are not as a direct result of the staff review but have been put in place due to the requirement for all Government Departments to make 3% savings across budgets in 2022	Noted. There is a plan in place to deliver this saving for 2022. 7 posts have been identified and 'frozen'. It has been assessed these gaps can be managed without having an adverse impact on service delivery.
20	It is still intended for the States of Jersey Police Force to recruit with the intention of meeting the target of 215 Police Officers and proposed efficiency savings do not impact the funding for this target. There is, however, concern that the impact on police officers will still be felt as a result of civilian roles not being recruited to which will need to be monitored closely by the Minister for Home Affairs.	It remains the intention to recruit to the 215 Officer target. At the time of writing in January 2022 215 Officers are currently in post. It is acknowledged that this number will rise and fall across the year as Officers leave and join, and as such there is an expectation that efficiency savings will be realised due to timing differences in officers leaving and being replaced (a vacancy management factor).

	Findings	Comments
21	A new people model for the Combined Control Room is due to be consulted on during November 2021 with a view to identifying the model to be implemented. It is intended for the new Computer-Aided Dispatch System to be purchased and implemented in 2022 with funding allocated to the capital project. It is expected that both of these changes will realise efficiency savings.	The remit for the new People Model is to ensure a new structure with appropriate management layers, opportunity for training and development, and an efficient shift pattern. The aim is to ensure it is within the current expenditure for the function. It may not realise efficiency savings to enable a budget reduction. In relation to the CAD, it is (as of January 2022) unclear whether the money allocated for 2022 will be sufficient to procure a new system during this year, but it is hoped to gain a clearer understanding of the cost of a new system by the end of March, and then reappraise the options.
25	The new revenue funding allocated to the Jersey Police Authority (JPA) within the Government Plan 2022 – 25 is in order to increase the resources available to it in order to ensure the States of Jersey Police Force is operating as efficiently and effectively as possible. It is also noted that the funding provided in the Government Plan is one third of what was requested by the JPA. This will require monitoring by the Minister for Home Affairs to ensure the funding is adequate for the role of the JPA.	Noted. The Comptroller and Auditor General is currently doing a follow up audit, which it is understood will consider appropriate funding levels for the JPA.
26	The additional funding for the Jersey Field Squadron has been identified in order to cover an historic issue whereby funding of £1 million was provided on an annual basis that did not take into account RPI, salary increases and inflation. The additional funding is intended to bring the overall budget up to date.	Noted.
27	The fund as required project ‘Brexit Transition – Policy and Legal Support’ seeks to provide funding for reactive work in relation to implications arising from Brexit. An estimate of £172,000	Following the approval of the business case, funds from the Reserve should now be made available to resource a Legal Policy Principal for Jersey Customs and Immigration and an Immigration Advisor for the Law Officers’ Department to manage the transitional implications of Brexit. In

	Findings	Comments
	has been set aside for 2022, however, there is no certainty over this level of funding.	this respect there is an element of certainty over funding.
30	The allocated funding for the Fire and Ambulance Headquarters in 2022 is based on the Rouge Bouillon site being allocated for the project. At present, the school site review is ongoing and there is no certainty as to which project the site will be allocated to as it is dependent on the outcome of this review. In the event the site is not allocated to the Fire and Ambulance Headquarters project, further work and funding will be required to identify and carry out pre-feasibility work on a new site.	Noted.
31	A new site for the Army and Sea Cadets Headquarters is due to be selected so that pre-feasibility work can be undertaken in 2022. The current details of the site are commercially confidential, so the Panel cannot state at this time whether the funding identified will meet the requirements for the project in 2022 at this time.	Noted.

RECOMMENDATIONS

	Recommendations	To	Accept/Reject	Comments	Target date of action/ completion
3	The Minister for Home Affairs should ensure that no front-line service is directly affected as a result of efficiency savings made in respect of non-staff spend and that any structural budget	MH A	Partially accept	The Minister is committed to protecting front line services and it remains the intention that these services should not be adversely affected by the need to make efficiency savings. The Minister therefore agrees with the spirit of this recommendation. The Department must make an effort to make	Ongoing

	Recommendations	To	Accept/ Reject	Comments	Target date of action/ completion
	concerns arising from this saving are addressed as a matter of priority.			efficiency savings, along with the rest of the Government. It will be necessary to review whether budgets are structurally appropriate going forward, and the Minister will closely monitor this.	
4	The Minister for Home Affairs should monitor on a monthly basis the number of applications for visas, work permits and passports and associated income against the rebalancing target of £184,000. Should this figure not be achievable, then the Minister must take action to identify additional income from across other areas of the department.	MH A	Partially accept	The Head of the Customs and Immigration Service will ensure that Immigration casework is appropriately resourced to ensure no revenue loss. Monthly income and forecast reports will be provided to the JHA Director General and so ensure the target objective is regularly assessed. It should be noted that the majority of the income is generated by JCIS, and opportunities to identify additional areas of income across the Department are limited.	Monthly
5	The Minister for Home Affairs should provide a briefing to the Children, Education and Home Affairs Panel as soon as the new Target Operating Model for the Prison Service is completed, outlining the structure of the service and the total level of funding required in order to implement it by end of January 2022.	MH A	Partially accept	The Minister will be pleased to provide a briefing to the Panel on the Prison's new Operating Model. This is intended to be a wholesale reform, not just of the people model of the prison, but of all processes and policies in relation to the operation of the prison, drawing on the evidence from around the world as to 'What works' with a clear ambition to be the best prison in the world in terms of Reducing Reoffending outcomes. As such, it is not intended to be subject to the same timescales of previous TOMS, which were largely isolated to implementing a new management, and people, structure. In terms of implementing the new people model, the anticipated timeframe is Q1	End of Q1 to brief Panel and end of 2022 for new operating model to be impleme nted.

	Recommendations	To	Accept/ Reject	Comments	Target date of action/ completion
				<p>for the Senior Team, with Job Descriptions approved and people mapped or recruited to substantive positions. We expect middle management to be achieved in Q2 or Q3 (contingent on how purdah effects SEB decision making timeframes) and the rest of staff (prison officers, teachers, administrators) to be done in Q4. It is therefore anticipated that the new operating model will be in place for the end of 2022.</p> <p>The Prison is expected to be able to work within the budget allocated for this year.</p> <p>The Minister therefore proposes to brief the Panel, along with the Prison Governor, on the intentions for this work during Q1 2022.</p>	
6	The Minister for Home Affairs should, in collaboration with the Chief Officer of the States of Jersey Police, Jersey Police Authority and States of Jersey Police Force Association monitor the impact of the non-staff budget spend reduction within the Government Plan on a monthly basis to ensure it is not directly impacting front line services within the police.	MH A	Accept	This will be closely monitored in 2022. A rebalancing tracker is completed and held by Treasury for monthly monitoring.	Monthly
7	In the event that the Chief Officer of the States of Jersey Police identifies a significant impact on the operation of the police	MH A	Reject	This will be closely monitored in 2022. If the Chief Officer identifies a significant impact on the operation, he will inform the Minister and provide options and recommendations. The	N/A

	Recommendations	To	Accept/ Reject	Comments	Target date of action/ completion
	force as a result of the £377,000 rebalancing measure in civilian roles, the Minister for Home Affairs should immediately seek to release funding in order for the frozen posts to be recruited to as a matter of priority.			Minister will consider these as they arise and take the action deemed appropriate at that point. The Minister will not commit in advance to the singular course of action recommended by the Panel. The Minister will also be guided by the JPA in this regard which has a duty under the law, to seek from the Minister any additional resources needed to enable the Force to deliver its aims and objectives.	
8	The Minister should also report to the Panel, on a quarterly basis, an assessment of how the cuts are affecting Police Officers. Consultation with the Jersey Police Authority States of Jersey Police Force Association should be undertaken on a regular basis to inform this assessment.	MH A	Accept	The Minister is content to consult regularly with the States of Jersey Police Force Association, and the Jersey Police Authority, and report back to the Panel.	Ongoing
18	The Minister for Home Affairs should, in partnership with the Jersey Police Authority, Jersey Police Force Association and Chief of Police, monitor the impact of the proposed efficiency savings in respect of civilian roles on a monthly basis and report to the Panel on a quarterly basis the outcomes of these discussions and any actions taken as a result.	MH A	Accept	This will be closely monitored during 2022. The Minister will ask the Chief of Police to keep him updated about the impact of the Staff Review.	Ongoing

	Recommendations	To	Accept/ Reject	Comments	Target date of action/ completion
19	The Minister for Home Affairs should provide details of the final people model in respect of the Combined Control Room to the Children, Education and Home Affairs Panel as soon as the consultation process is completed.	MH A	Accept	Accepted. The Minister would be pleased to brief the Panel on the final people model once the consultation closes and the response has been determined.	End of Q1 2022
20	Should any efficiency savings in respect of the Combined Control room be identified as a result of the new 'people model' then the Minister for Home Affairs should ensure that these are included within the next iteration of the Government Plan 2023-2026.	MH A	Reject	Whilst cost reductions may arise once in operation, efficiency savings to enable a reduction in the budget are not anticipated. It will be for the next Minister to make determinations around the efficiencies included, or not included, in the next Government Plan.	N/A
23	The Jersey Police Authority should, within its annual report, make a statement as to whether the funds provided to it are sufficient for it to meet its duty in regard to the States of Jersey Police Force Law 2012.	MH A / JPA	Accept	Under the Law the Authority must seek from the Minister any additional resources needed to enable the Authority to perform its duties. Whilst the Law does not require the JPA to report on itself, it is the intention of the JPA to submit an annual report to the Minister demonstrating its activities and financial statements at the end of this reporting period.	March 2023 for 2022 report

CONCLUSION

The Minister is grateful to the Panel for their thorough review of the Government Plan 2022-25, which has now been approved by the Assembly as amended.

One of these amendments, lodged by the Connétable of St Martin, will allow for a consultation, or call for evidence, to be conducted in relation to improving women's safety and the formation of a task force to make recommendations on this matter. The Minister is hopeful that this piece of work will generate some much needed data on islanders' experiences of violent, sexual, and domestic crimes as well as some concrete action points that can be addressed. The Minister looks forward to engaging with the Panel regarding this work, during the time remaining for this term.

In arriving at the Government Plan 2022-2025, Departments across Government have been asked to make considerable savings in support of the Government's rebalancing targets, JHA and SOJP are no exception. The Minister commends the efforts of officers across the Services for identifying areas where efficiencies can be found and seeking to provide the most efficient service possible. This is however not without its challenges, and during the course of the Panel's Review it was acknowledged that there was a need to monitor incredibly closely how these efforts were impacting upon service delivery, and staff morale and wellbeing. The Minister is committed to ensuring that the vital services islanders rely on are appropriately resourced to respond to risks, and keep islanders safe, whilst operating as cost effectively as possible.