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Deputy R. Ward  
Chairman, Education and Home Affairs Scrutiny Panel  
States Greffe  
Morier House  
St Helier  
Jersey, JE1 1DD

17<sup>th</sup> September 2019

Dear Deputy Ward,

Thank you for your letter dated 4<sup>th</sup> September, in which you invited the Jersey Police Authority (JPA) to provide your panel with comments and views in respect of the proposals outlined in 'The Government Plan', specifically page 97 of P.71/2019 and also page 110 of R.91/2019: 'Government Plan Further Information on Additional Revenue Expenditure and Capital and Major Projects Expenditure'.

As you are aware, the JPA has a duty under Article 4 of the Police Force (Jersey) Law (2012) ('the Law') to ensure that the States Police Force:

- (a) is an efficient and effective police force;
- (b) delivers the key aims and objectives referred to in Article 3(3)(a) within the resources available; and
- (c) acts in accordance with any management policies referred to in Article 3(3)(b).

4(2) The Jersey Police Authority shall be responsible for seeking from the Minister any additional resources needed to enable the States Police Force to deliver the key aims and objectives [of the Minister].

To that end the JPA set an annual policing plan which as part of its planning includes a critical evaluation of the services to be provided and the resources required for their delivery. This is then monitored on an on-going basis and reviewed with the senior management team of the States Police. The JPA has supported the need for the Police, like any branch of the public service to demonstrate good value and make savings where appropriate. This has been part of our rationale since inception, given both our statutory duties as outlined above and the progress of government efficiencies through the MTFP2 process.

Since the publication of the 2019 Police Plan the Authority has been increasingly aware of the strain placed on the Police to deliver the standards of service expected by the public of Jersey as outlined in the Plan. For this reason we exercised our power under Article 18(3) of the Law, to require the Police to conduct a comprehensive review of its resources and to demonstrate what they believed was required to ensure an efficient and effective policing service for the Island for the next 4 years, irrespective of budgeting constraints. Click [Here](#) to access the full report.



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As a consequence of commissioning this report, the JPA is of the opinion that we currently have too few police officers and staff to deliver the Island's policing service effectively and efficiently. We also accept the Senior Management Team's assessment that the optimum number of police officers required is 226, based on the evidence provided within the above report.

Notwithstanding this evidence, SOJP has also provided a number of options to consider as part of the establishment growth, recognising that the government has competing priorities and wishing to be as helpful as possible. The JPA believes that the lowest optimal baseline that SOJP could go to without having a detrimental impact on public services is 215 police officers and an extra 10 civilian support staff. We were gratified, therefore, to note that the Minister for Home Affairs and the Council of Ministers have since agreed to include these much needed resources as part of the Government Plan during 2020. Further information on this can be found in the original business case.

Regarding the Panel's Terms of Reference for this review, we have submitted a table which is enclosed with this letter, providing our comments for these proposals.

We are grateful to have had the opportunity to participate in this review, and should you require any further information please do not hesitate to contact us again.

Yours sincerely

A handwritten signature in black ink, appearing to read "Dr Jason Lane", written in a cursive style.

Dr Jason Lane  
Chair  
Jersey Police Authority



## Jersey Police Authority comments on Education and Home Affairs Scrutiny Panel, Terms of Reference on proposals for The Government Plan.

Terms of Reference	Proposal alignment to criteria	Impact
<b>Strategic objectives</b>	A primary responsibility of any Government, and aligned to this proposal, is to keep people safe and their property secure; in addition to Island residents, this also includes 750,000 people who visit the island each year. Public safety underpins the 5 strategic priorities set out in the Common Strategic Policy 2018-22, the priorities set out in the Children and Young People’s Plan (2019-23), as well as the Island’s attractiveness for inward investment and economic diversification.	The nature and demand for police services is changing as the States of Jersey Police responds to the growing threats posed by digital crime, an increased need to protect vulnerable children and adults from domestic abuse and sexual exploitation, as well as the ever present (but unseen) terrorist threat. Failing to increase capability will leave SOJP unable to meet changing environment of policing and crime.
<b>Public Finance Law</b>	The Chief Officer of SOJP is the designated accountable officer in accordance with SOJP Law 2012. As such this appointed officer is fully accountable under public finances law for all matters relating to the forces financial position.	No impact.
<b>Resource levels</b>	In the lead up to MTFP2A (2017-2019) the Jersey Police Authority requested an assessment of the optimal resourcing profile in relation to the delivery of an efficient and effective police service to the island. This recommended 215 FTE police officers and 115 FTE police staff, and included anticipated savings and efficiencies from the introduction of new technologies and mobile policing. This proposal was not supported and, as a consequence of MTFP2a, the States Police Force has now reduced to 190 FTE police officers. Jersey now has significantly fewer officers per 1,000 population than Guernsey, Isle of Man and Scotland. JPA are however accepting of budgetary considerations and	The States Police Force is currently under resourced. In order to meet the budget reductions, set by MTFP2A, it has had to reduce its workforce dramatically over the last 24 months; the combination of both the speed and scale of these reductions has created significant capacity and capability shortfalls. As such, the Force no longer has the technical nor leadership capacity and resilience to continue to meet current demand. This is affecting morale and contributing directly to officers leaving the service. It has also required a reduction of police services to the public, with the removal of an effective community policing service and focus on reactive demand for police services, at the expense of proactive and preventative activities.

	consider the proposed growth to 215 police officers and 126 police staff be acceptable.	
<b>Department Budgets</b>	<p>Whilst the allocation of £821k growth in 2020 is insufficient to meet the agreed growth requirements, the HA Minister has received written assurances that the Treasury Minister will make good any shortfall during 2020.</p> <p>JPA considers 2020-2023 expenditure projections to be appropriate, recognizing that the Treasury has agreed to adjust 2021-2023 budget allocations to ensure the continued affordability to maintain the agreed resourcing uplift.</p>	To ensure value for money and to validate the growth request, it has been agreed that the States Police Force will be subject to independent and specific review of demand and resources, sponsored by Her Majesty's Inspectorate of Constabularies.
<b>Department Objectives</b>	Dept objectives and those of the Government 2020-2023 Plan are aligned through the definition of Police 2020-2023 which is currently in final stages of review and approval	The delivery of the Policing Plan 2020-2023 is predicated on the States Police Force receiving the agreed financial growth.
<b>Line of Accountability</b>	Accountability for delivery of the plan sits with the SOJP with oversight and due diligence from Police Authority	
<b>Sustainability</b>	Looking to the period 2020-2023, demand for police services is expected to continue increasing, in particular in support of vulnerable children and adults, digital crime investigations and the introduction of new laws. Equally, it is important that the States Police Force continues to invest in a more proactive community policing model, and in particular strengthen its drugs investigations capability and re-introduce its direct support to Parish Policing, licensing and enhanced support for schools.	<p>The States Police Force currently has no effective Community Policing Service, a significantly limited drugs capability and reverted to reacting to demand at the expense of proactive and preventative policing; this in turn will increase the demand for reactive policing.</p> <p>The States Police Force has seen significant growth in non-crime related areas, such as mental health and supporting children and vulnerable people.</p> <p>In areas, such as policy and strategy development, training, intelligence management and business support services, the current under-investment is unlikely to be noticed until a major problem arises, or incident occurs. For example, an incident due to an outdated policy will be seen only after the event.</p> <p>There is a further risk that the growth identified in the 2020-2023 Government Plan is negated by the States Police Force's contribution to the £100m savings that is also contained within the Government Plan.</p>