

# Policing Plan 2015

Prepared by the Jersey Police Authority  
November 2014





# 1. 2015 Policing Plan Executive Summary

## Purpose

The States of Jersey Police is here to support an Island where residents, businesses and visitors are safe and feel secure

### What do the Police do?

- Deliver an effective emergency response
- Protect people from crime and anti-social behaviour
- Provide support to victims and witnesses
- Target organised crime groups, drug activity and individuals who cause most harm to our community
- Disrupt the harm caused by alcohol misuse
- Anticipate and prevent criminal activity
- Work with partners and the public to bring offenders to account and reduce re-offending
- Work with partners and the public to prevent people being killed or seriously injured on our roads
- Plan and prepare to respond to any major or critical incidents
- Deliver an efficient, effective and flexible policing service which provides value for money
- Play a part and contribute to the broader States of Jersey public sector, in particular the on-going public sector reform programme, as well as contributing to the UK national strategic policing system

### What are the Police's top 10 priorities?

In the 2014 Jersey Annual Social Survey people were asked to rank the importance of key Police activities.

	%
	<b>high or v high priority</b>
1. Respond quickly and effectively when people need their help	95%
2. Be ready to respond effectively in the event of major incidents and emergencies	94%
3. Help protect vulnerable people (e.g. tackling domestic violence, child abuse)	91%
4. Target persistent offenders	89%
5. Tackle the supply of illegal drugs	87%
6. Work with other agencies to monitor and manage registered sex offenders living in the community	82%
7. Help ensure the safety of people in town at night by policing St. Helier's nightlife	77%
8. Help protect Jersey against financial crime; e.g. fraud and money laundering	69%
9. Help protect the safety of all road users	69%
10. Work with local communities to tackle their neighbourhood safety concerns	67%

### How will we know if Jersey's police have been successful in 2015?

#### Public confidence measures

- >90% of people feel safe in their neighbourhood
- >80% of people think the States of Jersey Police are doing a good job

#### Key performance measures

- Response to 999 calls (Code 1 <10 mins & Code 2 <60 mins)
- Detections (or other positive outcome) of >34% for all recorded crime

# Contents

1. 2015 Policing Plan Executive Summary	3
Foreword by the Chair of the Jersey Police Authority	5
Foreword by the Chief Officer of Police	6
2. Introduction and background	
2.1 Policing the Island of Jersey	7
2.2 About the Jersey Police Authority	8
2.3 An update from our Honorary Police	8
2.3 Developing this Plan	9
2.4 Structure of the 2015 Policing Plan	9
3. Direction and key strategies	
3.1 Being visible and responsive	10
3.2 Protecting our communities from harm	11
3.3 Bringing offenders to justice	12
3.4 Enhancing trust and confidence	13
3.5 Improving value for money	14
3.6 Investing for the future	15
4. Resources	16
Appendices	17 - 45



## Foreword by the Chair of the Jersey Police Authority



In its first full year of operation, the Jersey Police Authority has focused primarily on its relationship with the States of Jersey Police in order to get a thorough understanding of the work of that organisation and the challenges it faces. I am pleased to be able to report that the Authority has received a high level of engagement and cooperation from our colleagues in the Police and we have quickly established a positive working relationship with a large number of individuals. This has been helped by the fact that, early on in the process, we allocated responsibilities for different areas of policing among our Members which has meant that, individually, we have developed a deep understanding of the issues which affect the Island and its policing.

As readers will see from the foreword by the Chief Officer of Police, recorded crime has reduced considerably in recent years and it is the view of the Jersey Police Authority that the Island is well represented by the States of Jersey Police who do an excellent job in many areas.

### **Advocate Jonathan White, Chair of Jersey Police Authority**

Readers will see that the form of the Policing Plan for 2015 differs from previous years. This is because the Authority has been keen to identify and introduce a series of key deliverables which can be used to measure performance more precisely. This will enable the Police, as well as the Authority, to monitor performance on an ongoing basis which is a key criterion for a business plan such as this. The Authority is grateful to the Police for embracing such an approach and considers that the plan, as presented, is thoughtful and prioritises the areas which are most in need.

The Authority supports all of the initiatives which have been set in the attached plan. In particular, they believe that it is important for the Police to maintain its high physical profile (especially in St Helier) and to focus on supporting and protecting vulnerable people in our community. This general focus, including in particular the focus on domestic violence, could not be more important. There is no place for such behaviour in our community.

In 2015, it is the intention of the Jersey Police Authority to engage more fully with the community in order to better assess any issues which they feel impact upon policing in the Island. Effective policing is critical to the wellbeing of all Islanders and an ongoing reduction in the budget which is made available to the States of Jersey Police is something that is of concern to the Authority. As the Chief Officer says in his foreword, his organisation will be working smarter and harder in order to deliver further improvements whilst accommodating a two per cent reduction in budget. The Authority has satisfied itself that this two per cent reduction can be managed without compromising effective policing but any future reductions could prove extremely challenging.



**Mike Bowron, QPM**  
**Chief Officer of Police**

## Foreword by the Chief Officer of Police

In recent years our strategy has been focused on targeting specific types of crime – for example, burglary or alcohol related violence - as well as multi-agency partnerships that support crime prevention and re-offending. During this period we have seen recorded crime reduce considerably; however the overall crime levels for 2014 are now expected to remain broadly similar to 2013. This suggests that from 2015 onwards, we will need to work both smarter and harder in order to deliver further improvements whilst also accommodating a 2% reduction in our budget. Key to achieving this is to continue to strengthen our approach and commitment to community policing.

Despite this overall reduction in recorded crime, Police activity has increased considerably in non-crime areas – in particular with missing persons and dealing with concerns for people’s welfare - reinforcing our broader responsibility towards community safety.

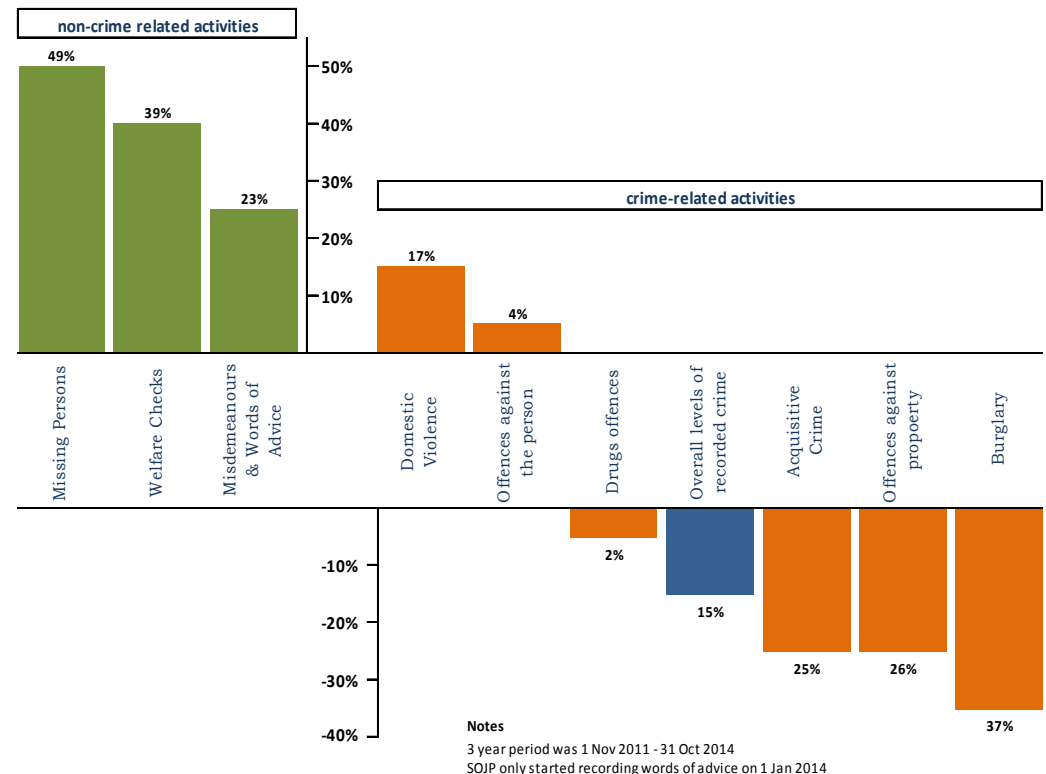
Community policing is an essential platform to help us to better understand local issues and concerns, and ensure all sections of our community have a voice and can be heard. It is this drive for inclusion and tolerance which provides a central theme for the 2015 Policing Plan. Crime, anti-social behaviour, community tolerance and compassion is something that affects us all, and with which we can all get involved.

We continue to make progress raising awareness about domestic abuse and supporting its victims. If UK research applies equally to Jersey, then these incidents may continue to increase over the next few years. I am determined that, in the 21<sup>st</sup> Century, all members of our community should feel safe.

As the profile of criminal activity has changed in recent years, so we have developed new competencies and capabilities to deal with cyber-crime, internet-enabled crime and undertake hi-tech crime investigations. In the last 12 months we have seen the number of cyber investigations more than double. Equally, we are also being proactive about the changing trend towards New Psychoactive Substances as well as dealing with a global increase in terrorist threat.

I am confident I have the best team around me and, with the public’s continuing support, we can meet these challenges.

The changing profile of police work over the last 3 years



## 2. Introduction

### 2.1 Policing the Island of Jersey

Jersey has a resident population of nearly 98,000 people and also hosts up to 700,000 visitors each year. English is the main language spoken, although the Island has a diverse and multi-cultural community that is made up from a number of different nationalities. Whilst the Island is a British Crown Dependency, Jersey is self-governing and has its own financial and legal systems and its own courts of law. It is this status as a Crown Dependency with its own government and legislation that creates a distinct policing environment, and makes it difficult to draw direct comparisons with UK constabularies.

The States of Jersey Police must be largely self-sufficient in developing and maintaining services that are provided through a local, regional and national level police service infrastructure in the UK. Key differences include:

- Jersey's role as an international finance centre requires the police to work with enforcement agencies around the world to combat money laundering and terrorist funding
- Providing a range of functions that would normally be delivered by other service providers in the UK. For example, administrative requirements of the criminal justice process, providing a vetting and barring service, managing CCTV and a Central Firearms Register
- Policing the Island's main entry and exit ports. Jersey's airport serves about 40 destinations and handles around 1.5 million passengers a year. Another 750,000 travel through Jersey's sea ports
- Being the 'place of last resort' and, in particular, providing a safety net for some of the most vulnerable people in our community

In addition to their normal duties, many officers are also trained in specialist skills – for example: firearms, search, surveillance, siege negotiation, collision investigation, public order, and family or sexual offence liaison. It is the combination of low crime-rates and multi-skilling that enables Jersey's Police to provide a similar range of public services to a UK constabulary but with significantly fewer resources. This approach does, however, require increased investment in training to keep officers at the required level of expertise.



## 2.2 About the Jersey Police Authority

The Jersey Police Authority (JPA) is an independent body, established under Article 4 of the States of Jersey Police Force Law 2012. The JPA has the duty of ensuring that the States of Jersey Police (SOJP) (a) are an efficient and effective police force; (b) Deliver the key aims and objectives referred to in the Annual Police Plan, and (c) act in accordance with any management policies which may be set by the Minister of Home Affairs.

After delivering the current Policing Plan, the primary function of the JPA is to ensure the delivery of the objectives laid out in the Police Plan 2015 by the States of Jersey Police. The JPA will adhere to the objectives of the Department of Home Affairs and ensure effective collaboration is undertaken with all partner agencies. As part of its duty to ensure the delivery of the objectives above, it will analyse, monitor and document the information gathered through our meetings on a quarterly basis, using the information provided by the States of Jersey Police Senior Management Team and from other partnerships who are working alongside the Police. The JPA receives statistical analysis of all recorded crime figures on a monthly basis and uses these figures to measure performance against the KPI's within the Plan.

In its first year, the JPA has been consulted on the introduction of Body Worn Video Cameras, participated in the decision making of the safe and effective introduction of Taser use to the Island, monitored and commented on the development of the Law Reform Consultation document, and attended seminars and meetings involving multi agency partnerships including BASS (Building A Safer Society) initiative and JMAPP (Jersey Multi Agency Public Protection Arrangements).

The JPA consists of 7 voluntary members. It has a Chairman, four public members and two political States Members.

## 2.3 Contribution from Honorary Police

There have been a number of changes to the organisational structure of the policing services in Jersey in the last year. The SOJP Policing Plan 2015, prepared for the first time with the close collaboration of the States of Jersey Police Force and the Jersey Police Authority, is but one example.

In relation to the Honorary Police, the Connétables (Miscellaneous Provisions) (Jersey) Law 2012 also brought about changes as the Connétables have now relinquished their personal policing powers and the Chefs de Police are responsible for operational policing within their Parish.

But there has been no change to the commitment of each Connétable who is still responsible for the efficient and effective policing of the Parish and to provide community policing to meet the specific needs of the parishioners.

In delivering this service, the Honorary Police work closely with the SOJP. Indeed, the Foreword by the Chief Officer of Police identifies the SOJP aim to strengthen their approach and commitment to community policing as being key to the further reduction of crime levels.

As the framework for the service in 2015 is set, both for parishes and for the SOJP, we look forward to a continuing strengthening of our working relationship. This will both enhance the role of the Honorary Police and enable the SOJP to work with a key partner in delivering community policing for the benefit of Jersey.

Len Norman, Chairman, Comité des Connétables  
Danny Scaife, Chairman, Comité des Chefs de Police  
Hugh Raymond, President, Honorary Police Association



## 2.4 Developing this Plan

This is the first plan developed by the Jersey Police Authority. It is different from previous plans as it sets out more clearly defined and measurable activities and actions for the police to deliver during 2015. It will also provide a framework against which the Jersey Police Authority can hold to account the performance of the States of Jersey Police. In developing the 2015 Policing Plan the Jersey Police Authority and Chief of Police have:

- Consulted with the Home Affairs Minister
- Reviewed the current threats and risks posed to the Island
- Considered the latest (2014) Jersey Annual Social Survey
- Listened to key partners and stakeholders
- Incorporated direction and policy from Corporate Management Board and States Employment Board
- Where appropriate, included the direction, research, advice and learning offered by the College of Policing and UK Constabularies
- Taken stock of what was achieved in 2014 and reviewed the impact of new initiatives on service delivery
- Identified new opportunities to consolidate and build upon the delivery of the Force's commitments in the year ahead



### States of Jersey Police's values

**Visible:** We are there when you need us and provide a reassuring presence

**Considerate:** We are open, approachable and considerate in our relationships with the public we serve

**Community:** We are part of our community, we don't just police it. We are committed to keeping Jersey a safe and special place

**Resolute:** We are strong and decisive when we need to be, focused on keeping residents, businesses and visitors' safe and feeling secure

**Resourceful:** We have the capability to adapt and respond to the unique demands and challenges of Island policing

## 2.5 Structure of the 2015 Policing Plan

It is not possible to document all the activities that will take place during 2015. As such, this plan excludes the day-to-day operational activities of policing; instead it focuses on areas that are changing or being developed. To communicate these priorities, the 2015 Policing Plan has been structured into six sections. Equally, it is not practical to write policies or procedures that cover every circumstance or eventuality. This approach would also be too restrictive given the broad and dynamic nature of policing. Therefore, as a general principle, it is important that police officers and police staff use their judgement and discretion within a framework of agreed values.

### 2015 Policing Plan structure

1. Being visible and responsive
2. Protecting our communities from harm
3. Bringing offenders to justice
4. Enhancing trust and confidence
5. Improving value for money
6. Investing for the future

### 3. Direction and key strategies

#### 3.1 Being visible and responsive

Police visibility, responsiveness and support to communities is key to keeping crime levels down and providing people with a sense of peace and reassurance. Listening, understanding and being in touch with local community issues and concerns is also critical in helping to prevent crime and maintain public order. Whilst Jersey is already a very safe place, it is important that it remains so, especially in light of this current period of economic uncertainty. In addition to further developing the community policing model, 2015's plans also describe a number of other key areas:



- ▶ There is greater focus on community inclusion and inclusive activities, including schools, young people and minority groups.
- ▶ Continuing efforts to minimise anti-social behaviour, including the need to address causes as well as anticipating and responding to incidents.
- ▶ Greater focus on working with businesses, including practical support and prevention activities and advice.
- ▶ Maintaining progress over the last 18 months in reducing night-time economy related violence and anti-social behaviour.

New to this year's Policing Plan is the updating and modernising of the Police's approach to equality and diversity. Again this is critical to an effective community policing model. This year's plan focuses on two key areas:

- ▶ Whether the officers and staff of the States of Jersey Police are broadly representative of the communities they serve.
- ▶ How the Police can better access, understand and represent the interests and concerns of minority groups within the community.

Detailed plans supporting these strategies can be found at Appendix 1.

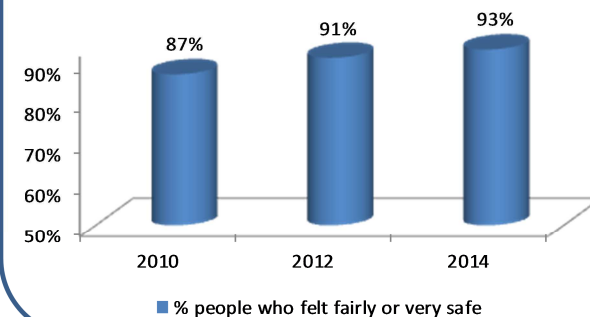
#### responding to Code 1 emergencies

	Urban	Rural
<b>Target time</b>	6 mins	10 mins
<b>Average response time</b>	4'45"	8'28"
<b>% Target time met</b>	82%	76%
<b>% Target time not met</b>	18%	24%

1 Nov 2013 - 31 Oct 2014

#### neighbourhood safety : within a 5 minute walk of home

(source JASS 2010, 2012, 2014)

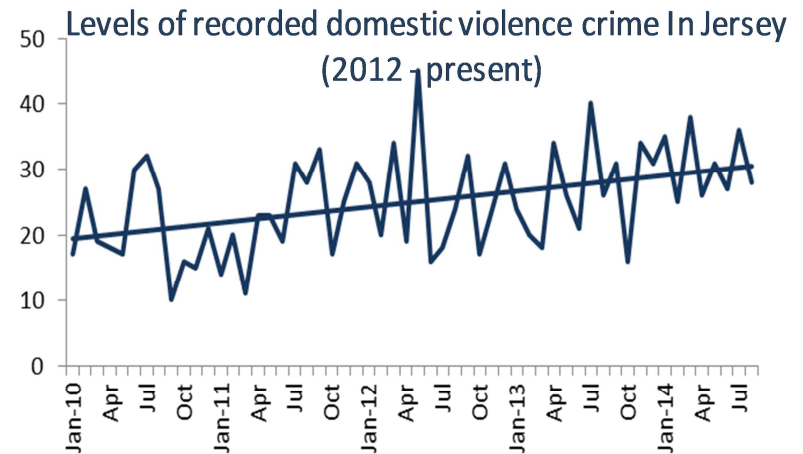


## 3.2 Protecting our communities from harm

This section covers a broad spectrum of activities ranging from supporting and protecting vulnerable people in our community to the Police's approach to cyber-crime. It also includes the Police's plans for domestic violence, financial crime and road safety.

2015 will start with an independent inspection of the Island's financial services in January, by Moneyval. This will include the Police's Joint Financial Crimes Unit (JFCU). During the year the Police will also focus its efforts on preventing technology enabled crime – ranging from helping to protect the Island from a major cyber-crime attack, to advising individuals on how to protect their home computing. This also links strongly with preventing economic crime, identity theft and internet enabled fraud. An additional focus for 2015 will be to support the introduction of a modern legislative framework relating to cyber-crime, internet enabled fraud and on-line bullying and harassment.

Once a hidden crime, domestic abuse has emerged in recent years as a mainstream criminal justice issue in Jersey and, in partnership with the Safeguarding Board, the Island's domestic abuse strategy will be updated during 2015.



This theme of partnerships and multi-agency co-operation is central to protecting vulnerable people. Key partnership activities for 2015 will include implementing an 18 point plan designed to improve performance for rape investigations and prosecutions across all areas of the Island's criminal justice sector. Jersey's Police will also work with Guernsey and the Safeguarding Board to develop a Multi-Agency Child Death policy as well as a Child Death Overview Panel.

Whilst mainly behind the scenes, Jersey maintains a strong focus on Island security, principally by supporting the UK Government's Counter Terrorism Strategy – 'Contest'. This affects not only the Island directly, but it is important that Jersey also plays its part in helping UK and France to protect their borders. Equally the Police have responded to the recent increase in terrorist threat level both with internal changes as well as working with other organisations. The focus for 2015 will be increased understanding and awareness of terrorist threats amongst States' front line employees.

Detailed plans supporting these strategies can be found at Appendix 2.

### 3.3 Bringing offenders to justice

Progress continues to be made in respect of the active and intrusive management of prolific offenders. Operation Crackdown seeks to target, disrupt and minimise the impact of habitual and prolific criminals. During 2015, and working with the Probation Service, a new strategy will be developed that seeks to minimise re-offending behaviours, and thereby help to maintain low levels of crime in Jersey .

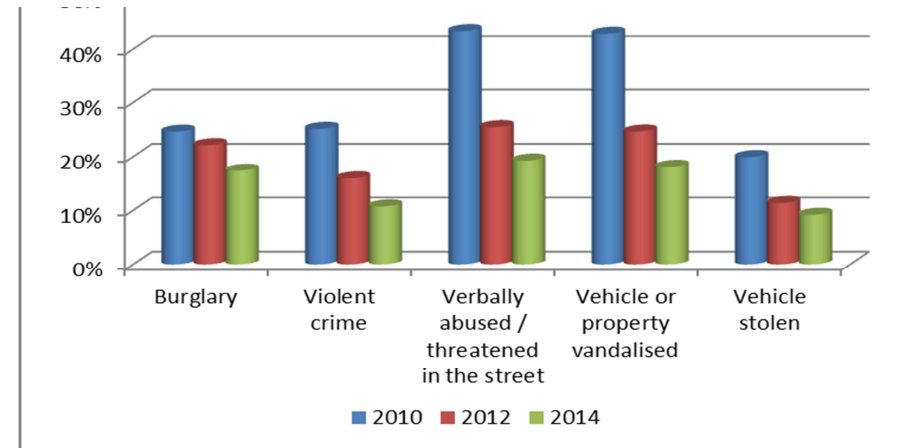
The Police will continue to reduce the impact to the public of volume crime, such as burglary and car crime, by tackling it pro-actively. This will reduce the number of offences, increase the number of offenders brought to justice and provide a high quality of service to the victims and witnesses involved.

Jersey's Police will also look to develop a new drugs strategy for 2015 - supported by independent research that has recently been commissioned by the Medical Ethics Research Committee – whilst also supporting and recognising the important work that the Building a Safer Society (BaSS) initiative plays in this area.

#### concerns for safety - trends 2010, 2012 and 2014

% public who have safety concerns (by type of crime)

(source JASS 2010, 2012, 2014)



Like the majority of community problems, the need to adopt an holistic and partnership approach to problem solving, as well as identifying and addressing the root causes of issues, is essential if the Island is to see long term success in this important area.

In parallel and working with Jersey Customs and Immigration Service, the aim will also be to target, disrupt and dismantle individuals or crime syndicates who supply illegal drugs in Jersey, including New Psychoactive Substances (NPS).

Detailed plans supporting these strategies can be found at Appendix 3.



### 3.4 Enhancing trust and confidence

The requirement to ‘police with consent’ remains as valid today as when it was first developed by Sir Robert Peel. As such the need for the Police to demonstrate consistency, integrity, honesty, and fairness remains central to their effectiveness. It is a common theme throughout this Policing Plan and is central to the community policing model and the renewed focus on equality and diversity.

Public confidence comes in many different shapes and sizes. It can be influenced by external activities – such as the media or UK policing activities, as well as the internal standards and the behaviours of Police Officers themselves. Our research

suggests that the Police have good support from Islanders - which stems from a positive and constructive relationship that Police Officers have with members of the Island’s communities.



The 2015 Plan highlights a number of areas where the Police will seek to increase its transparency and openness – principally by making more information publicly available on its website. This also coincides with the introduction of Freedom of Information legislation to the Island.

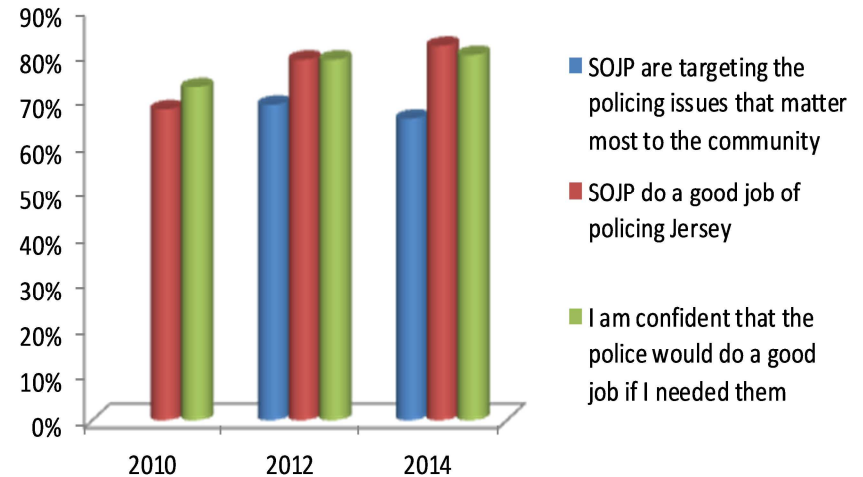
During 2014 the Police reviewed their current approach to crime recording, which has been based previously on the UK’s Home Office Counting Rules. In 2015 new crime recording rules will be introduced and details will be published on the Police website.

In 2015 (and beyond) the Police will adopt the new UK policing code of ethics as the standard for its conduct and behaviour. Whilst this will require changes to the law, and will take about two years to implement completely, it is an important step towards modernising Police conduct and standards for the 21<sup>st</sup> Century.

Detailed plans supporting these strategies can be found at Appendix 4.

#### Indicators of public trust and confidence in the police

% people who strongly or tended to agree with the statements



### 3.5 Improving value for money

A key development for 2015 will be the introduction of a new performance framework for Jersey's Police Force. It has been recognised for some time that the current approach to performance measurement and reporting may benefit from being updated and, whilst levels of recorded crime have reduced significantly in recent years, there remains a growing requirement to demonstrate that this is also being achieved efficiently and economically.

Increasingly, public perception equates a reduction in crime with an opportunity to reduce the policing budget, without fully appreciating that the Police's role is broader than the investigation and detection of reported crime. An effective performance management framework, and greater transparency and openness concerning policing activities and responsibilities, will help to present a more balanced picture. The public can then better determine whether their Police provide value for money.

Whilst the States of Jersey Police have responded constructively to budget reductions in recent years and there are no obvious signs of excessive waste in their practices, there will undoubtedly be opportunities to further improve efficiency and effectiveness.

2015 will see a 2% reduction in the States of Jersey Police's operating budget. Given that 87% of Jersey Police's budget goes towards staff costs – and recognising the current budget reduction follows a series of cutbacks in previous years, the Police will need to reduce its overall workforce strength to make the books balance in 2015. Whilst some Police posts have been cut, the priority has been to look to achieve savings from back office roles.

It seems increasingly likely that further savings will be also be required in future years and there is recognition that these are unlikely to be achieved without reviewing the Force's current operating structure; this review is also planned to take place in 2015.

In addition, a key feature of 2015's Plan will be to conduct 'Lean' reviews to identify how services to the public can be improved whilst also improving efficiency, as well as finding other areas in which save money or improve value for money.

Detailed plans supporting these strategies can be found at Appendix 5.



## 3.6 Investing for the future

Notwithstanding the general economic climate and likely reduction in budgets, it remains important that the States of Jersey Police continue to invest for the future.

It is expected that mobile technology should not only improve Police efficiency, but should also improve crime detection and crime prevention capabilities. An on-going review into mobile technology is due to be completed in 2014 and should set the direction for the foreseeable future.

Training and development of staff remain key priorities and a core requirement of policing for the future. However, the manner in which training is delivered will continue to be modernised with the introduction of greater on-line learning, a new appraisal system and an updated competency framework. This will not only reduce training costs, but should also reduce the time officers spend away from front line duties due to training commitments.

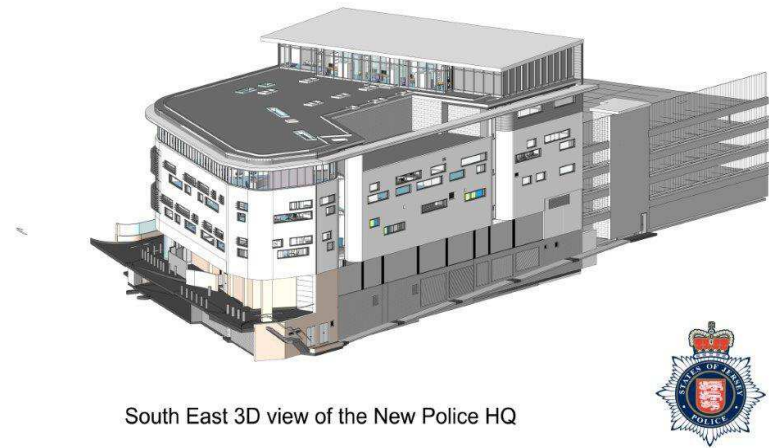
Equally, the States of Jersey Police need to review the current skill requirements for Police Officer roles. This will support not only more focused training plans and activities, but also support a more flexible and skills based approach to manpower planning.

And finally, we now live in an information management age, where the public and Police workforce have unparalleled access to information. The Police are currently developing an information management strategy which should support important developments such as the new Freedom of Information legislation, UK Management of Police Information (MoPI) requirements as well as local Vetting requirements.

It is expected that this review will also influence the Police's technology strategy as well as improving important workflow and processes in anticipation of moving to a new Police headquarters in late 2016.

With a new Police headquarters now under construction, this is being used as a focal point to modernise a number of working practices and, in particular, to ensure we get the most value from technology. A separate project has already started to plan and prepare for the transition to new premises.

Detailed plans supporting these strategies can be found at Appendix 6.



South East 3D view of the New Police HQ

# 4. Resources

## 2015 budget

The 2015 budget allocation for the States of Jersey Police is approximately £24m. This reflects a 2% reduction on 2014's budget.

About £21m (85%) of the budget goes towards staff costs, leaving a balance of £3.0m (13%) as a general revenue budget. The Police's facilities and maintenance costs are high because of the run down state of its buildings at Rouge Bouillion. Whilst the new Police headquarters building costs are being met separately, there will be additional transition expenses that will need to be found in 2016.

## 2015 workforce profile

### police officers

ACPO	2		
Superintendent	2	Grade 14+	3
Chief Inspector	4	Grade 11 - 13	10
Inspector	13	Grade 8 - 10	48
Sergeant	42	Grades 4 - 7	46.5
Constable	160.5	Manual Workers	9
<b>Total</b>	<b>223.5</b>		<b>113.5</b>

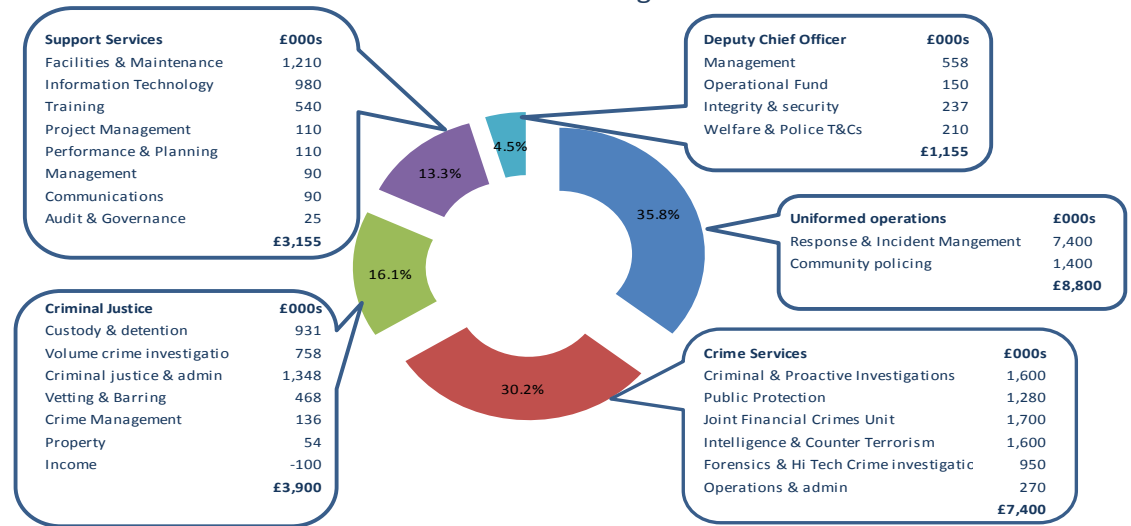
**total establishment 337**

(full time equivalent officers and staff)

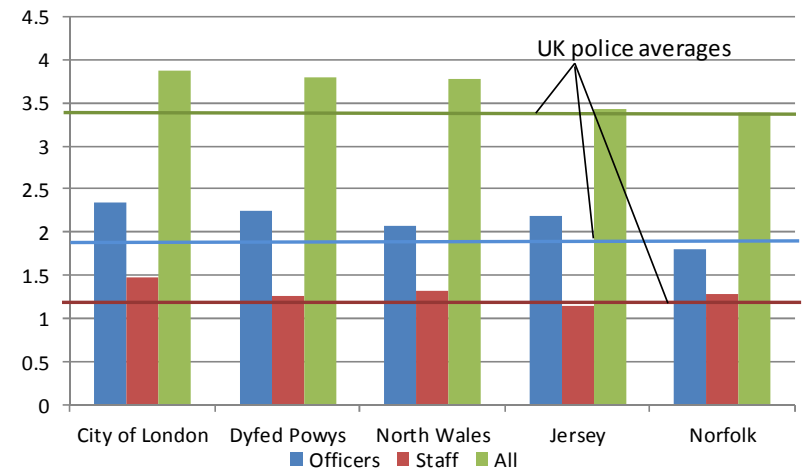
### non-uniformed employees

In 2015 the States of Jersey Police currently will have a funded establishment of 223.5 police officers and 119 civilian staff. The slightly higher than average ratio of Police Officers to civilian staff reflects a practical need to maintain operational resilience. Many officers and staff have secondary specialist roles in addition to their 'day job'. This enables the Police to provide a similar range of services to a UK constabulary with significantly less money and people. However, it requires greater emphasis on training, flexibility and for people to be prepared to move around a lot.

distribution of 2015 budget



comparison of SOJP staffing with UK police forces (per 1000 population)





# Appendices

Appendix 1 Being Visible and Responsive	page 18
Appendix 2 Protecting our communities from harm	page 25
Appendix 3 Bringing Offenders to Justice	page 33
Appendix 4 Enhancing trust and confidence	page 35
Appendix 5 Improving value for money	page 39
Appendix 6 Investing for the future	page 44

## States of Jersey Police - Plans for 2015

	Objective	Key deliverables	Milestone dates	Resources allocated	Expected benefits
1.1	<b>Community Policing</b>				
1.1.1	<b>Strengthen SOJP's overall effort, expertise and focus directed towards community policing</b>	<p>(a) Increase community policing effectiveness by placing officers where they are most visible, available and accessible to the community</p> <p>(b) Introduce dedicated schools liaison post into the community policing team</p> <p>(c) Reallocate 2 Detective Constables into the community policing team to focus on managing crime related community issues and high demand families</p> <p>(d) Reallocate dog handlers to community policing teams with a specific focus for policing rural parishes</p> <p>(e) Adjust working/shift patterns to ensure officers are available during expected peaks in demand, in the most cost efficient manner possible</p>	<p>Q1, 2015</p> <p>Q1, 2015</p> <p>Q1, 2015</p> <p>Q1, 2015</p> <p>Q1, 2015</p>	<p>Within existing SOJP resources</p> <p>Within existing SOJP resources</p> <p>Within existing SOJP resources</p> <p>Within existing SOJP resources</p> <p>Within existing SOJP resources</p>	<p>Enhanced visibility, accessibility and availability of Police Officers</p> <p>Enhance trust and confidence in the Police with young people. Educate young people on Police matters Broaden the intelligence picture Develop relationships with staff, parents and young people</p> <p>Enhance Police visibility in rural parishes More effective deployment of specialist resources</p> <p>More efficient and effective matching of resources to demand Working hours are better aligned to community needs</p>
1.1.2	<b>Develop a remote working capability for community officers</b>	Progress recent decision to trial the introduction of dedicated secure police computer within parish halls	Q2, 2015	Within existing SOJP resources	Officers to spend increased time within their communities Enable efficiencies for the administration of Parish Hall Enquiries and other processes

**1.2 Community Engagement**

1.2.1	<b>Co-ordinate and enhance community knowledge and understanding</b>	<p>(a) Increase integration and consultation with communities so as to increase SOJP overall community effectiveness</p> <p>(b) Share and co-ordinate existing community knowledge and contacts within SOJP</p> <p>(c) Maintain strong and open communications channels with each parish, existing community members, and representative groups</p> <p>(d) Identify gaps in community knowledge, key relationships or representative groups and develop plans accordingly</p>	<p>On-going</p> <p>Q1, 2015</p> <p>Q1 - Q4, 2015</p> <p>Q1, 2015</p>	<p>Inspector, Operational Support Unit</p> <p>Inspector, Operational Support Unit</p> <p>Inspector, Operational Support Unit</p> <p>Chief Inspector, Operational Support Unit (and nominated officers within existing resources)</p>	<p>Better understand community issues in order to:</p> <ul style="list-style-type: none"> <li>- Build trust</li> <li>- Maintain public safety and order</li> <li>- Diffuse potential community problems at an early stage</li> <li>- Encourage community harmony and tolerance</li> <li>- Gather relevant intelligence and prevent crime / support investigations</li> <li>- Reduce concerns for welfare</li> <li>- Reduce criminal behaviours</li> </ul>
1.2.2	<b>Extend SOJP's reach into the community</b>	<p>(a) Focus on identifying and establishing effective relationships and communications with hard-to-reach groups</p> <p>(b) Nominate officers with responsibilities for specific community specialism. To include:</p> <ul style="list-style-type: none"> <li>- Disability</li> <li>- Age</li> <li>- Lesbian, Gay, Bi-sexual, Transgender (LGBT)</li> <li>- Faith</li> <li>- Race</li> </ul> <p>(c) Nominated officers are to develop their own network to enhance their effectiveness</p> <p>(d) Actively seek feedback concerning the most effective approaches and channels for effective communications with each hard-to-reach group</p>	<p>Q1 - Q4, 2015</p> <p>Q1, 2015</p> <p>Q1 - Q4, 2015</p> <p>Q1 - Q4, 2015</p>	<p>Chief Inspector, Operational Support Unit</p> <p>Nominated officers</p> <p>Nominated officers</p> <p>Nominated officers</p>	

1.2.3	<b>Promote greater SOJP interaction and inclusion with the community</b>	(a) Nominated officers are to develop plans to progress knowledge and understanding of community issues, and increase meaningful contact with community groups, in particular minority communities	Q1, 2015	Nominated officers	Improved reporting of criminal activity and overall trust in SOJP by all sections of the Island's community, including minority communities
		(b) Name (and provide background details) of officers with key public facing roles. For example: -Liaison officers for each Parish -Crime reduction officer -Schools liaison officer -Events planning officer -Major incident officer  Include named points of contact with specialist responsibility for: -Race -Disability -Age -LGBT -Faith	Q2, 2015	Within existing SOJP resources	Improved customer service Improved transparency of police services and roles Improved public accountability for police officers
		(c) Put in place systems to ensure details remain accurate, relevant and informative to community needs, and alternate named contacts are published when officers become unavailable	Q2, 2015	Within existing SOJP resources	To meet customer service standards Maintain credibility and effectiveness of SOJP website
1.2.4	<b>Develop internal knowledge and understanding of community issues</b>	Deliver regular internal updates to officers on community policing initiatives, issues and developments	Q1 - Q4, 2015	Within existing SOJP resources	Improved knowledge, awareness and support to the public
1.2.5	<b>Partnerships and joint working</b>	(a) Identify key contacts with other agencies in order to progress community understanding and problem solving	Q2, 2015	Improved and increased joint-working will impact on SOJP resources, but is considered an essential investment for future benefits	Increased knowledge of key points of contact who can support SOJP's community policing priorities - assessable by the maintenance of a register of contacts and frequency/relevance of contributions
		(b) Increase inclusion and interaction of other agencies in problem-solving and general community activities	On-going		
		(c) Develop closer working relationships with (and within) schools and school support networks (e.g. PTAs and Multi Agency Support Teams)	On-going		



### 1.3 Implementing SOJP's diversity strategy

1.3.1	<b>Establish an SOJP Diversity Forum and effective governance structure</b>	(a) Establish a Diversity Forum (chaired by the Deputy Chief Officer) with responsibility for delivering the SOJP's Equality and Diversity Strategy (2015 - 2020)	Q1, 2015	Within existing SOJP resources	Focus and resources are directed to continually improving equality and diversity issues Improved community-led intelligence and crime prevention Supports public trust and confidence in policing  Regular monitoring and evaluation against a framework of agreed equality and diversity standards
		(b) Develop a 2015 action plan to deliver the agreed equality and diversity priorities. Ensure sufficient resources are allocated to support its effective implementation	Q1, 2015	Deputy Chief Officer and SOJP Diversity Forum	
		(c) Use the UK policing's equality framework as the standard against which to assess and develop SOJP's commitment and progress towards community equality and diversity issues	Q2 & Q4 2015	SOJP Diversity Forum	
1.3.2	<b>Establish a workforce profile</b>	(a) If possible, establish a baseline and understanding of SOJP's workforce profile (e.g. gender, race, LGBT, faith, age, disability)	Q4, 2014	SOJP Diversity Forum	SOJP workforce profile broadly reflects that of its local communities Promote public confidence amongst all sections of Jersey's communities
		(b) Identify plans and opportunities to support the overall objective that 'SOJP workforce should be broadly representative of the community it serves'	Q2, 2015	Within existing SOJP resources	
		(c) Review workforce profile annually thereafter	Q4, annually	Within existing SOJP resources	
		(d) Publish workforce profile data in the Annual Policing Report	Q1, annually	Within existing SOJP resources	

### 1.4 Anti-social behaviour (ASB)

1.4.1	<b>Maintain existing focus and approach to ASB</b>	Use existing data, intelligence and experience to deploy officers in known or anticipated hot-spots to disrupt or deal with anti-social behaviour	Q1 - Q4, 2015	Within existing SOJP resources.	
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1.4.2	<b>Support the development of a new ASB Strategy</b>	(a) Contribute to the development of a multi-agency strategy on anti-social behaviour being led by Building a Safer Society (BaSS) (b) Subject to review and approval, by the Senior Management Board, develop plans and allocate resources to implement ASB strategy requirements	Q2, 2015 Q2 - Q4, 2015	Within existing SOJP resources. To be determined	Develop a more effective and community centric approach to tackling ASB issues and their causes.
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## 1.5 Working with businesses

1.5.1	<b>Allocate greater internal resources and focus to understand business needs</b>	Re-align the Crime Reduction Officer function to focus more on commercial crime and protection, and engagement with this section of the community	Q2, 2015	Within existing SOJP resources	SOJP develops an improved understanding of commercial sector needs and requirements Reduction in business-related reported crime levels
1.5.2	<b>Maintain and develop relationships with businesses</b>	Maintain established links with business. In particular: (a) The finance sector and SOJP's Joint Financial Crimes Unit (b) The licensing trade and SOJP's Licensing Support Team (c) Businesses located in St Helier (in particular the retail and hospitality trades) and the Town Policing Unit (d) Where appropriate seek to extend relationships in order to gain a better understanding of any trends or concerns business / business sectors may have	Q1 - Q4, 2015 Q1 - Q4, 2015 Q1 - Q4, 2015 Q1 - Q4, 2015	Joint Financial Crimes Unit Licensing Support Team Town Policing Unit Within existing SOJP resources	Continue to develop knowledge and understanding to support the policing requirements of business sectors
1.5.3	<b>Develop specific initiatives to support business</b>	(a) Improve secure data transmission in areas such as Shop Alert and the communication and enforcement of Exclusion Orders (b) Identify opportunities to improve real time communication of information and intelligence to prevent commercial crime (c) Develop a campaign to increase awareness and focus on commercial security and crime prevention issues	Q3, 2015  On-going  Q2, 2015	Within existing SOJP resources  Within existing SOJP resources  Communications Manager and Crime Reduction Officer	Improve the quantity and quality of intelligence and information to support SOJP activities and operations Improve real-time mutual co-operation and intelligence sharing amongst businesses to prevent crime Improve crime detection rates on commercial crime Measurable reduction of crime reporting in crime hotspot areas and within certain categories of offending

		(d) Promote and enable self-help by businesses through the provision of advice and timely support via SOJP's website	On-going	Within existing SOJP resources	
1.5.4	<b>Improve analysis and crime prevention advice</b>	Improve analysis and communication of business-related crime and other patterns which impact or are relevant to the commercial sectors	On-going	Within existing SOJP resources	Improve communication business related crime activity Increase prevention or early intervention activities Provide more focused and tailored crime prevention advice

## 1.6 Policing the Night Time Economy (NTE)

1.6.1	<b>Maintain focus and momentum on reducing NTE related crime</b>	Maintain Operation Visible on Friday, Saturday and Sunday nights in the St Helier area	On-going	Within existing SOJP resources	Reduction in NTE violence with injuries High visibility presence, public reassurance and NTE crime prevention at times of high demand
1.6.2	<b>Continue to focus on preventing NTE economy related crime</b>	<p>(a) Continue to work with off-licenses in order to: -Take a robust approach to selling alcohol to underage (or other vulnerable) people -Encourage greater social responsibility with regard to alcohol sales</p> <p>(b) Continue to work with key partners to reduce NTE related crime and anti-social behaviour. For example: -Parish Constables, Safer St Helier -Building a Safer Society, Other Ministerial and Non-Ministerial government departments</p> <p>(c) Increase political engagement to resolve broader NTE related problems. For example, the location of places of refreshment and road safety issues</p> <p>(d) Maintain a partnership approach to solving NTE related problems. For example, reviewing SOJP's Licensing Strategy, and permits for licensed premises</p> <p>(e) Develop periodic licensing trade meetings, focused on providing education, advice and guidance</p> <p>(f) Synchronise local initiatives with national campaigns. For example, safe drinking and alcohol awareness campaigns</p>	<p>On-going</p> <p>On-going</p> <p>On-going</p> <p>On-going</p>	<p>Licensing Support Team</p> <p>Licensing Support Team</p> <p>Licensing Support Team</p> <p>Licensing Support Team</p>	<p>Reduction in incidents involving vulnerable people</p> <p>Reduction in reported alcohol thefts</p> <p>Maintain support and momentum to deal with NTE crime</p> <p>Better awareness and mutual understanding</p>
1.6.3	<b>Enforcement</b>	Maintain a robust, consistent and intelligence-led approach towards licensing trade offences	On-going	Licensing Support Team	Number and quality of licensing checks

## States of Jersey Police - Plans for 2015

	Objective	Key deliverables	Milestone dates	Resources allocated	Expected benefits
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## 2.1 Protecting the most vulnerable in our community

2.1.1	<b>Enhance support and services relating to sexual assault</b>	<p>(a) Develop a Sexual Assault Referral Centre (SARC) for both children and adults</p> <p>(b) Implement SOJP's elements of the joint Rape 18 point improvement plan that was developed in 2014</p> <p>(c) Further develop the capacity of a new Independent Sexual Violence Advisors (ISVAs) service who will work in support of victims</p>	<p>Throughout 2015</p> <p>Throughout 2015 in partnership with LOD</p> <p>Throughout 2015</p>	<p>Led by DCI Operations in partnership with H&amp;SS</p> <p>DCI Operations &amp; LOD</p> <p>DCI Operations</p>	<p>Enhanced victim care and ability to capture forensic material without involving the Police</p> <p>Enhanced victim care and improved chance of successful CJ outcome with an aim to improve consistent low level of conviction rates</p> <p>To enhance the care and support provided to victims of sexual assaults</p> <p>To bring more offenders to justice based on historic low level of conviction rates</p>
2.1.2	<b>Research and identify any requirements to support young people Not in Education, Employment or Training (NEETs)</b>	<p>Following the recent death of a small number of young people, a work stream remains under development to support and enhance the lives of Children and Young People who are Not in Education, Employment or Training (NEET). This work remains embryonic but will (in partnership) be developed further throughout 2015</p> <p>(a) The program of work will include engagement with Young People in order to explore and support life opportunities</p>	Throughout 2015	Head of Crime Services in support of multi-agency groups led by H&SS	The program of work seeks to enhance the lives and prospects of these Young People in order that they don't become vulnerable or over reliant on public services
2.1.3	<b>Review procedures for detainees under the influence of NPS</b>	Review Police Procedures and Criminal Evidence legislation and develop proposals to address 'detention clock' issues for detainees under the influence of New Psychoactive Substances (NPS)	Q4, 2015	Director, Criminal Justice	Legislative framework is reviewed and proposals developed to ensure that detention is compliant with Human Rights and individual welfare needs

## 2.2 Protecting vulnerable people through partnership working

2.2.1	<b>Safeguarding Partnership</b>	<p>(a) Support the Safeguarding Partnership Board in updating the Island's Domestic Abuse Strategy</p> <p>(b) Once developed, identify any resource implications for SOJP for approval by the Senior Management Board</p> <p>(c) Support the implementation of any subsequent recommendations in relation to the revised Island-wide Domestic Abuse Strategy</p> <p>(d) Support the Safeguarding Partnership Board (and in collaboration with Guernsey) develop</p> <ul style="list-style-type: none"> <li>- a Multi-Agency Child Death policy, and</li> <li>- a Child Death Overview Panel</li> </ul> <p>(e) Through the Place of Safety Sub-Group, continue to work with partner agencies to identify and secure funding and location for a more appropriate/secure place of safety for people with mental illnesses</p> <p>(f) Engage with the Health Service to develop an alternative approach to detaining non-violent people in custody who are under the influence of New Psychoactive Substances (NPS)</p>	<p>Q1 - Q2 2015.</p> <p>Q3 2015</p> <p>As required by any delivery plan</p> <p>By Q4 2015</p> <p>Review progress in Q2, 2015</p> <p>Review progress in Q2, 2015</p>	<p>Head of Crime Services DCI Operations</p> <p>DCI Operations</p> <p>DCI Operations</p> <p>Director, Criminal Justice</p> <p>Director, Criminal Justice</p>	<p>To achieve better outcomes for victims</p> <p>To better hold perpetrators to account and enhanced Criminal Justice attrition rate</p> <p>Develop a joint capability to review the deaths of all children.</p> <p>Jointly identify child death reduction and prevention measures. SOJP risk is reduced by providing mentally ill patients with an alternative to custody cells as an appropriate and secure place of safety.</p> <p>Reduced Force Medical Examiner (FME) costs</p> <p>Reduced custodial admissions Fewer mental health issues dealt with in the criminal justice system</p> <p>Reduced FME costs Reduce risk of death in custody Reduce time taken to process detainees</p>
2.2.2	<b>Multi Agency Risk Assessment Conference (MARAC)</b>	Support the planned independent review of the MARAC and develop an enhanced Independent Domestic Violence Advisor (IDVA) service based on current demand	2015	Head of Crime Services.	To quality assure the MARAC process and provide enhanced support for high risk victims of Domestic Abuse
2.2.3	<b>Multi Agency Safeguarding Hub (MASH) Strategic Board</b>	Following the planned review of the MASH by the Children's Services during Q4, 2014, (and subject to any potential SOJP resource requirements being approved by the Senior Management Board) support the MASH Strategic Board to implement agreed recommendations	Q1 - Q2 2015	Head of Crime Services	Enhanced Child Protection and Safeguarding measures thereby reducing the potential harm caused to Children and Young People

2.2.4	<b>The Jersey Multi-Agency Public Protection Arrangements (JMAPP)</b>	<p>In 2014 the States of Jersey Police assumed Chairmanship of The Jersey Multi-Agency Public Protection Arrangements (JMAPP) which seeks to manage sex &amp; violent offenders (70 at the beginning of 2014). This work will continue throughout 2015, with a continued focus of potentially dangerous offenders in order to prevent and reduce harm</p> <p>(a) Implement the recommendations of the 2014 Serious Incident Review. In particular, enhance the IDVA service.</p> <p>(b) Assess the impact of reduction in one Detective Inspector post as a result of the 2% budget saving for 2015</p>	Throughout 2015	Head of Crime Services	Improved Public Protection measures
2.2.5	<b>Update the Suicide Prevention Strategy</b>	Support the development of an updated Suicide Prevention Strategy	Q1 - Q2 2015	Head of Crime Services	A reduction in the number of suicides
2.2.6	<b>Shelter Trust (Drunk and incapable facility)</b>	<p>(a) Continue to support Shelter Trust to meet recognised safety standards with regard to the management of drunk and incapable detainees</p> <p>(b) Provide safe handling training to Shelter staff</p>	<p>Throughout 2015</p> <p>Throughout 2015</p>	<p>Sergeant CJD</p> <p>Inspector CJD</p>	<p>Reduction in costs of criminalising such behaviour</p> <p>Reduced Force Medical Examiner costs</p> <p>Mitigation of risk for SOJP</p>

### 2.3 Road Safety

	Objective	Key deliverables	Milestone dates	Resources allocated	Expected benefits
2.3.1	<b>Review existing Road Safety Partnership arrangements</b>	Working with Transport and Technical Services Department and other interested stakeholders, review the effectiveness of the existing Road Safety Partnership and Road Safety Strategies.	Q3, 2015	Within existing SOJP resource	Reduction in road fatalities, serious and minor injuries in Jersey. Greater awareness of dangers and preventative measures for all road users.
2.3.2	<b>Maintain core road safety activities</b>	<p>Pending the outcome of a review of the Road Safety Partnership:</p> <p>(a) Continue to support road safety initiatives led by Transport and Technical Services Department, and work in conjunction with the Honorary Police, DVS and Customs at high profile road checks.</p>	Throughout 2015	Within existing SOJP resource	Reduction in road fatalities, serious and minor injuries in Jersey. Greater awareness of dangers and preventative measures for all road users.



		(b) Maintain the 'Let's Look Out for Each Other' campaign to encourage better driving standards and behaviours	Throughout 2015	Within existing SOJP resource	
		(c) Continue to promote better road safety practices and more responsible road behaviours through enforcement.	Throughout 2015	Within existing SOJP resource	

## 2.4 Taser and Firearms

	Objective	Key deliverables	Milestone dates	Resources allocated	Expected benefits
2.4.1	<b>Taser implementation</b>	<p>The full adoption of Taser is expected to be complete by the end of October 2014. During 2015:</p> <p>(a) Any officers failing to qualify will be re-coursed and assessed and it is therefore anticipated that all will be Taser-trained by the beginning of 2015</p> <p>(b) All Tactical and Strategic Firearms Commanders will have received awareness training so that the viability of Taser as a less-lethal option is understood at all levels in the command chain</p>	<p>Q4 2014</p> <p>Q1 2015 Q1 2015</p>	<p>Within existing SOJP resource</p> <p>Within existing SOJP resource</p> <p>Within existing SOJP resource</p>	<p>All authorised firearms deployments will have an additional and valuable less-lethal tactical option available, further lessening the probability of an officer having to discharge a firearm</p> <p>All instances of Taser “use” will be recorded – “use” covers everything from and including the removal of the device from the holster</p> <p>Monthly statistic on Taser and firearms usage will be provided to the JPA</p>
2.4.2	<b>Firearms Licence Accreditation</b>	<p>Following a decision to seek accreditation for the College of Policing Firearms Licence in 2016:</p> <p>(a) Develop a work schedule for 2015 to enable accreditation in 2016</p> <p>(b) Implement the plans and preparations for the award of a temporary Firearms License in 2016</p>	<p>Q2, 2015</p> <p>Q2 – Q4, 2015</p>	<p>Within existing SOJP resource</p> <p>Within existing SOJP resource</p>	<p>Ensure SOJP maintains recognised UK standards with regard to all matters relating to firearms</p> <p>Promote public confidence (and be able to demonstrate if required) that all firearms officers have been trained to recognised UK standards</p>

## 2.5 Cyber-Crime

	Objective	Key deliverables	Milestone dates	Resources allocated	Expected benefits
2.5.1	<b>Implement the agreed Cyber-Crime strategy</b>	<p>Following approval of the Cyber-Crime strategy in 2014, the focus for 2015 will be to deliver the agreed 19 point action plan. Included within the plan are the following key work streams:</p> <p>(a) Develop partnerships with National 'Get-Safe-Online' and 'Cyber street' Groups. In particular:            - Provide advice and guidance to local agencies who represent vulnerable groups            -Cultivate links to business groups and other key partners i.e. States IT, Data Security officer etc.</p> <p>(b) Maintain ACPO approved Open Source training and guidance            -Develop Force knowledge bank            -Establish appropriately skilled and trained 'first response team'            -Ensure National Centre for Applied Learning Technologies (NCALT) training delivery for cyber-crime            -Develop an internal Communications strategy</p> <p>(c) Broaden Operation Hornet to focus on cyber enabled crime and deliver an awareness raising prevention campaign            -Ensure co-ordinated advice and media guidance via all forms of external interaction i.e. website, social media, mainstream press etc.</p>	<p>2015</p> <p>Q1-Q4, 2015</p> <p>Q1-Q4, 2015</p> <p>Q1-Q4, 2015</p>	<p>Within existing SOJP resource</p> <p>Within existing SOJP resource - multiple leaders</p> <p>Within existing SOJP resource - multiple leaders</p> <p>Within existing SOJP resource - multiple leaders</p>	<p>The key over-riding aims and benefits of the Cyber-Crime strategy are to:</p> <p><b>Prevent</b> ... our community from becoming victims of Cyber-Crime</p> <p><b>Protect</b> ... vulnerable groups and persons and working in partnership to reduce risk</p> <p><b>Prepare</b> ... our staff and response to meet the demand</p> <p><b>Pursue</b> ... those engaged in Cyber-Crime</p> <p>More structured, consistent and comprehensive response to Cyber-Crime incidents</p> <p>Improved communication flow between local partners in terms of intelligence, best practice and emerging technologies and threats</p> <p>Improving public confidence in the way we deal with Cyber-Crime.</p> <p>More timely and accurate recording of Cyber-Crime allegations Increased skill and knowledge of staff - mainstreaming Cyber-Crime into everyday policing</p> <p>Improved public confidence in the way we deal with Cyber-Crime</p> <p>Increased intelligence led prevention, protection and enforcement opportunities</p> <p>Mainstreaming Cyber-Crime into every day policing</p>

		(d) Working with the South West region, NCA and Action Fraud develop relationships to ensure connectivity and access to resources -Ensure that the appropriate equipment, software and secure network is available for use by local investigators	Q1-Q2, 2015	Within existing SOJP resource	More structured, consistent and comprehensive response to Cyber-Crime incidents Improved communication flow between local and international partners in terms of intelligence, best practice and emerging technologies and threats Improving public confidence in the way we deal with Cyber-Crime
2.5.2	<b>Review and modernise Cyber-Crime related legislation</b>	(a) As required, support the Law Officers and Home Affairs Departments to develop compliance with the full range of relevant legislation, as developed by the Council of Europe Convention on Cyber Crime. This will impact upon such legislation as:- Computer Misuse (Jersey) Law 1995- Police Procedures and Criminal Evidence (Jersey) Law 2003- Regulation of Investigatory Powers (Jersey) Law 2005 - Criminal Justice (International Co-operation) Jersey Law 2001 - Criminal Justice (International Co-operation) Jersey Regulations 2008  (b) Support the Economic Development Department to develop amendments to the Electronic Communications (Jersey) (EDD led)	Q1-Q4, 2015  Q1-Q2, 2015	Within existing resources and in accordance with Home Affairs and LOD resources Within existing resources and in accordance with EDD and LOD resources	Harmonise the local criminal law elements of Cyber-Crime offences and connected provisions Provide for criminal procedural law powers necessary for the investigation and prosecution of such offences, including the gathering of evidence in electronic form Set up a fast and effective regime of international co-operation  To create the legal framework to prosecute online / cyber behaviour that is considered to be grossly offensive, malicious or threatening (i.e. behaviour that is not captured under 'a course of conduct' by existing harassment legislation)
2.5.3	<b>Broaden role and remit of SOJP's Hi-Tech Crime Unit</b>	Having established a highly skilled and effectively resourced Hi-tech Crime Unit:  (a) Continue to provide Hi-Tech support (including providing expert evidence) to Jersey Customs & Immigration Service and Guernsey Police (b) Developing a formal service framework for the provision of these services to partner agencies (c) Explore options to develop Jersey as a lead HTCUC for small Island Police services.	2015  2015  2015  2015	Senior Scientific Manager  Senior Scientific Manager  Senior Scientific Manager	Lead island wide collaborative status & income generation  Income generation  Lead Island-wide collaborative status and income generation

## 2.6 Financial Crime

	Objective	Key deliverables	Milestone dates	Resources allocated	Expected benefits
2.6.1	<b>Support the Island's overall standing as a reputable finance centre</b>	<p>a) Prepare for and support the independent inspection of the Islands Financial Services Industry by Moneyval – including the JFCU</p> <p>b) Fully assess and implement where appropriate (in agreement with the Senior Management Board) recommendations arising from the said 4th round assessment</p>	<p>Q1, 2015</p> <p>Q1-Q4 - 2015</p>	<p>Within existing SOJP resource</p> <p>Within existing SOJP resource</p>	<p>Jersey remains recognised as a reputable finance centre</p> <p>JPA will be kept informed of progress at key points in the process</p>
2.6.2	<b>Enhance the efficiency and effectiveness of the Joint Financial Crimes Unit (JFCU)</b>	<p>(a) Following the appointment of a dedicated JFCU lawyer in Q4, 2014, identify ways to streamline investigations and prosecutions</p> <p>(b) Once identified, implement new processes and practices to enhance services for victims of financial and economic crime</p> <p>(c) Review the reporting, recording, investigation and advice given by SOJP staff to members of our community regarding all local and international fraud especially that associated with the cyber environment (including the relationship with Action Fraud)</p> <p>(d) Increased collaboration with JFSC, PPU and Community teams - Joint operations with Trading Standards, Citizen Advice, Consumer Council, Community Savings and JFSC re Scam awareness, consumer rights and 'debt'.</p>	<p>Q1-Q2 – 2015</p> <p>Q1-Q2 – 2015</p> <p>Q1-Q4 - 2015</p>	<p>Dedicated JFCU lawyer</p> <p>Dedicated JFCU lawyer</p> <p>Within existing SOJP resource</p>	<p>Provide an enhanced service for victims of financial and economic crime</p> <p>Increased confidence in the way the SOJP deal with all manner of financial related crime</p> <p>Improved intelligence and communication flow between local and international partners</p> <p>Increased knowledge and skill of staff</p> <p>More structured consistent and comprehensive response to all related financial crime and intelligence</p> <p>Improved confidence in the work and delivery of the JFCU</p>

## 2.7 Counter terrorism and national security

	Objective	Key deliverables	Milestone dates	Resources allocated	Expected benefits
2.7.1	<b>Maintain Island security and an effective counter terrorist capability</b>	<p>SOJP remains committed to the work of the UK Government's Counter Terrorism Strategy – 'Contest' through its links to both the South West and South East Counter Terrorism Units</p> <p>(a) The local adoption and development of the Counter Terrorism strategy (PREVENT, PURSUE, PROTECT and PREPARE) drives day-to-day tasking and activities</p>	This is achieved through day-to-day tasking and supervision	Special Branch Officers in partnership with Jersey Customs & Immigration Service	Effective implementation of UK Government's counter terrorism strategy
2.7.2	<b>Respond effectively to changes to national security</b>	<p>(a) In light of the increased terrorist threat level:</p> <ul style="list-style-type: none"> <li>- Maintain wider community awareness and briefings (in particular to States Chief Officers)</li> <li>- The development of and participation in local and national counter terrorist operations</li> <li>- Enhance engagement with UK's South West Counter Terrorist unit partner (Contest Strategy)</li> </ul> <p>(b) Develop a programme to train, develop and enhance awareness of counter-terrorist related issues for front-line States of Jersey employees. Include existing multi-agency channels for the escalation of any issues or concerns</p>	<p>Q1-Q4 – 2015</p> <p>Q1-Q2 - 2015</p>	<p>Within existing resources - led by SB Ports Unit</p> <p>Within existing resources and led by Special Branch</p>	<p>Maintain and enhance local capability and capacity in respect to all Counter Terrorism issues</p> <p>Protect and secure Jersey's borders</p> <p>Maintain public confidence in Police services</p> <p>Heightened understanding and awareness of Island-wide counter terrorism threats and actions</p>

## States of Jersey Police - Plans for 2015

	Objective	Key deliverables	Milestone dates	Resources allocated	Expected benefits
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## 3.1 Volume crime

3.1.1	<b>Develop and implement plans to further reduce volume crime</b>	(a) We will seek to maintain low levels of acquisitive and in particular burglary and car crime (b) Working in partnership with the Probation Service (and other relevant stakeholders) review and update the existing strategy in respect of managing Persistent & Priority Offenders (PPO)	Throughout 2015  Throughout 2015	DCI Operations  DCI Operations	Maintain low level of offences Maximise the number of offenders brought to justice Provide a high quality of service to the victims and witnesses involved (to be assessed through survey) To minimise the re-offending behaviour of persistent and priority offenders, helping to maintain low levels of crime in Jersey
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## 3.2 Serious and organised crime

3.2.1	<b>Research issues and opportunities for sexual exploitation and trafficking</b>	(a) Under the auspices of Operation Phoenix, and working with key partners, research and seek to better understand issues surrounding organised sexual exploitation and trafficking within the Island whilst securing an Island wide policy position on the issue of prostitution (b) Subject to the findings of the research, develop plans accordingly	2015  To be determined	Head of Crime Services  To be determined	The protection of vulnerable and exploited people  To be determined
3.2.2	<b>Target and disrupt the supply of drugs and New Psychoactive Substances (NPS)</b>	Working in partnership with other law enforcement, principally JCIS, we will seek to target and disrupt / dismantle those individuals or crime syndicates who are intent on the supply of illegal drugs in Jersey, including New Psychoactive Substances (NPS)	Q1-Q4 - 2015	Within existing resources and in full co-operation with JCIS	Dismantle those Organised Crime Groups Prosecute those individuals engaged in this type of criminal activity Maintain and enhance public confidence in the way the SOJP deal with the supply of all controlled drugs



3.2.3	<b>Target and disrupt the supply of drugs and New Psychoactive Substances (NPS)</b>	An application to the Health & Social Services Medical Ethics Research Committee has recently been approved which will result in an assessment of current illicit drug use within the Island.	Q1-Q2 - 2015	Health and Social Services Medical Ethics Research Committee's research project to provide an assessment of current illicit drug use within Jersey.	Reduction in the threat presented by Organised Crime Groups Reduction in the supply and distribution of illegal drugs and NPS Successful prosecutions against individuals engaged in the supply and distribution of illegal drugs / NPS.
3.2.4	<b>Develop a States of Jersey Police Drugs Strategy</b>	(a) As required, support Building a Safer Society (BaSS) in developing a an Island-wide strategy aimed at minimising the harm caused by crime, anti-social behaviour and substance use (b) Develop a States of Jersey Police Drugs Strategy (that fully aligned with BaSS objectives) for consideration by the Senior Management Board	Q1-Q4 - 2015  Q1-Q4 - 2015	Within existing resources  Within existing resources	Tackling drug misuse in order to reduce the harm caused to individuals, families and communities  Support UK National and Island strategies  Enhance public confidence in SOJP's ability to enforce drugs related legislation

#### 4. Enhancing trust and confidence

#### Appendix 4

### States of Jersey Police - Plans for 2015

	Objective	Key deliverables	Milestone dates	Resources allocated	Expected benefits
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#### 4.1 Implement Code of Ethics

4.1.1	<b>Adopt Code of Ethics as best practice</b>	Adopt Code of Ethics as best practice guide to complement Code of Conduct set out in Police (Complaints & Discipline Procedure)(Jersey)(Order 2000)	Q1, 2015	SMB approval required	Compliance with College of Policing ethos Code of ethics becomes part of growing Police professionalism Lead to greater confidence across the policing profession and communities
4.1.2	<b>Revise existing laws, regulations and orders</b>	(a) Work with the Jersey Police Authority, Jersey Police Complaints Authority and Home Affairs Minister to revise the Law and Procedures for Police misconduct  (b) Consultation with Police Association and stakeholders  (c) Embed new Code of Ethics into legislation  (d) Submit draft legislation to the States for adoption	Q3, 2015  Q1, 2016  2015  Q4, 2015	<u>Internal</u> Deputy Chief Officer & Professional Standards Department  <u>External</u> Jersey Police Authority, Jersey Police Complaints Authority, Home Affairs Minister, Law Draftsman Deputy Chief Officer, Police Association Deputy Chief Officer States	
4.1.3	<b>Implementation</b>	(a) Implement new Code of Ethics and Law/Order (b) Train and brief officers, staff and the Jersey Police Complaints Authority	2016 – 2017	Deputy Chief Officer and Jersey Police Complaints Authority Within existing SOJP resource	

#### 4.2 Victim & Witness Care

4.2.1	<b>Witness Care</b>	(a) Continue to recruit, train and develop Witness Care staff and volunteers to deliver focused services to witnesses and victims of crime (b) Contribute to Integrated Witness Care Review	Q3, 2015  Q1, 2015	Within existing SOJP resource  May require reallocation of resource to central service	Improve the witness experience when contacting SOJP Re-allocation of resources to contribute to victim hub to reduce duplication of service to victims.
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4.2.2	<b>Victims Fund</b>	(a) Establish the feasibility of a 'Victims Fund' to ensure that victims receive court awarded compensation (b) Report to the Criminal Justice Strategy Board	Q2,2015 Q2, 2015	At request of CJ Strategy Board	Victims receive compensation in full at first payment rather than in instalments or not at all
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#### 4.3 Update Home Office Counting Rules (HOCR)

4.3.1	<b>Implementation of revised HOCR Rules</b>	(a) Once agreed by Senior Management Board, implement revised HOCR rules (as adjusted for Jersey)	Q1, 2015	Within existing SOJP resource	Keep Jersey Police Authority apprised of HOCR developments Increase transparency Enhance understanding of SOJP performance data on-line Maintain high levels of compliance with HOCR to ensure ethical recording practices are maintained
		(b) Update SOJP website with details and an explanation of the revised HOCR for Jersey	Q2, 2015	Within existing SOJP resource	
		(c) Provide training for operational staff in HOCR and National Crime Recording Standards (NCRS) to ensure consistency of recording practice	Q2 - Q4, 2015	Within existing SOJP resource	

#### 4.4 Vetting and disclosure services

4.4.1	<b>Review and update practices for internal vetting requirements</b>	Develop and implement revised vetting processes and procedures for Police Officers, Police employees, temporary staff and contractors:		Force Vetting Officer to be appointed from within existing SOJP resource	Clear understanding of security clearances for rank and position across the organisation  Efficient and effective vetting processes (using existing in-house systems)  Mitigate organisational risk
		(a) Review and modernise existing practices and policies	Q1, 2015		
		(b) Automate vetting on-line processes with 3rd party specialists	Q1. 2015		
		(c) Develop and implement a policy for the on-going maintenance of vetting and security clearances	Q1, 2015		

4.4.2	<b>Review and update vetting and barring practices and services provided to external organisations and groups</b>	Provision of vetting services related to working with children and vulnerable groups (utilising the UK's Disclosure and Barring Service (DBS)) : (a) Review and update existing vetting processes and practices (b) Establish full on-line connectivity with the UK DBS in order to manage disclosure and barring applications, including invoicing and identity verification processes (c) Develop an additional service (subject to legal advice) to provide an enhanced local vetting service for those not eligible for DBS checks (d) Once developed, publicise new application processes and requirements to other government departments, local employers, charities and voluntary groups	Q1, 2015 Q2, 2015 Q2, 2015 Q3, 2015	Force Vetting Officer to be appointed from within existing SOJP resource	Mitigate organisational risk Improve quality, service and transparency - and reduce process costs - of applications Enhanced service to the public through the provision of Basic Certificates, issued by SOJP which will be legally compliant with Data Protection legislation Support the roll-out of the revised service provision Enhanced information on SOJP website regarding checks and online submission of forms and prepayment
4.4.4	<b>Improve Subject Access Request processes</b>	(a) Develop an on-line application and payment capability for Subject Access checks	Q4, 2015	Force Vetting Officer to be appointed from within existing SOJP resource	Improve quality and service, and reduce process costs of applications

#### 4.5 Enhance transparency and visibility concerning police activities

4.5.1	<b>Update policies and publish on SOJP website</b>	Update and streamline existing policies and procedures by adopting UK's Authorised Professional Practice (APP) standards where appropriate: (a) Nominate officers and staff to review existing policies and procedures, and assess relevance and applicability of APP (b) Develop suitable templates and internal directory for all policies and procedures (c) Distribute current policy documents to nominated officers and staff for review and alignment to APP (d) Present revised policies and procedures for review and approval at Senior Management Board	Q1, 2015 Q1, 2015 Q1 2015 Q1 - Q4, 2015	Within existing SOJP resource Within existing SOJP resource Within existing SOJP resource Within existing SOJP resource	Will ensure SOJP follows accredited and researched standards An easily searchable library of APP and SOJP generated policy and procedures which can be publically accessible under FOI Internal governance and review and policy adoption process
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		(e) Approve revised policies and procedures and publish non restricted policies on SOJP website	Q4 2015		Greater transparency for (non-restricted) Police policies and practices
4.5.2	<b>Publish Police performance data on the SOJP website</b>	Following the revision of Home Office Counting Rules (HOCR) for Jersey, publish general police performance data on the SOJP website	Q1, 2015 (and quarterly thereafter)	Within existing SOJP resource	Greater public transparency and accountability concerning police activities Opportunity to develop broader ownership of public safety issues
4.5.3	<b>Publish minutes of meetings on SOJP website</b>	Review internal documents (such as minutes of meeting) and, where appropriate publish non-restricted information on the SOJP website	Q1, 2015	Within existing SOJP resource	Greater public transparency and accountability concerning Police activities Increased public confidence in police activities Greater public understanding of the breadth and scope of Police work
4.5.4	<b>Gifts, hospitality and expenses register</b>	(a) Maintain an accurate record of gifts, hospitality and expenses for the Chief Officer of Police and the Deputy Chief Officer of Police (b) Publish information on SOJP website	Q1, 2015  Q1, 2015	Staff officer	Greater public transparency and accountability concerning Police activities

## States of Jersey Police - Plans for 2015

	Objective	Key deliverables	Milestone dates	Resources allocated	Expected benefits
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## 5.1 Process efficiency and Lean

5.1.1	<b>Lean projects</b>	"Lean" is a States of Jersey-wide initiative to focus on improving both services to customers and process efficiency. Its principal benefit is to identify and drive out wasteful practices. (a) Complete a minimum of six 'Lean' projects across SOJP during 2015	Q4, 2015	Lean trained officers and staff	Improved customer experience More efficient and effective use of resources Greater ownership and involvement by officers and staff
5.1.2	<b>Process Reviews</b>  (a) Uniformed operations processes  (b) Crime Services processes	Map and review key operational processes  - Implement the approved Graded Response Policy, updating SOJP's response times and incident management, and resource allocations practices - Review customer contact practices and processes - Review immediate response/initial actions to domestic incidents -Priority offender management processes  -Crime investigation processes  -Multi Agency Safeguarding Hub Processes  -Multi Agency Risk Assessment Conference processes  -Missing / Absent person processes  -Forensic service provision  -Forensic recovery processes  -Hi-Tech Crime processes	Q1 - Q4, 2015 Q1, 2015 Q1 - Q4, 2015 Q1 - Q4, 2015  Q1 2015  Q1 2015  Q4, 2015  Q4, 2015  Q2 2015  Q4, 2015  Q4, 2015  Q4, 2015	Head of Departments and Lean trained officers and staff Superintendent Uniform Operations Superintendent Uniform Operations Superintendent Uniform Operations  Superintendent Crime Services Superintendent Crime Services Superintendent Crime Services Superintendent Crime Services  Superintendent Crime Services  Superintendent Crime Services	Improved customer experience  More efficient and effective use of resources  Greater ownership and involvement by officers and staff



	(c) Criminal Justice processes	Review vetting practices for SOJP officers, staff and contractors	Q1, 2015	Director Criminal Justice	
		Review vetting practices for external applications	Q1, 2015	Director Criminal Justice	
	(d) Support Services processes	Review Parish Hall Enquiry administration processes	Q1, 2014	Director Criminal Justice	
		General administration and communication with Parishes	Q1, 2015	Director Criminal Justice	
		Review practices for external subject access requests	Q4, 2015	Director Criminal Justice	
		Review identification procedures	Q4, 2015	Director Criminal Justice	
		-Performance management reporting processes	Q1, 2015	Director Corporate Development	
		-Risk management processes	Q1, 2015	Director Corporate Development	
		-Force inspectorate processes	Q1, 2015	Director Corporate Development	
		-Project and change management processes and documentation	Q2, 2015	Director Corporate Development	
5.1.3	<b>Capture improvements</b>	Following process reviews, identify and develop plans to capture service improvement and efficiencies	Q3 - Q4, 2015	Heads of Departments and 'Yellow Belt' trained officers and staff	Deliver service improvements and realise efficiencies and savings from process reviews
5.1.4	<b>Develop process and activity measures</b>	Develop process and activity measures and indicators for key processes	Q2 - Q4, 2015	Heads of Departments and Performance Manager	Identify process and activity measures and indicators to contribute towards the SOJP performance framework

## 5.2 Enhance individual and organisational performance

5.2.1	<b>Implement and embed new e-PRA system</b>	<p>(a) New e-PRA system is due to be implemented during 2014</p> <p>(b) Capture organisational training needs</p> <p>(c) Conduct post implementation review and report findings to Senior Management Board</p>	<p>Q4, 2014</p> <p>Q1-2, 2015</p> <p>Q3, 2015</p>	<p>HR Manager</p> <p>Training Inspector</p> <p>HR Manager</p>	<p>Increased and more effective use of PRAs</p> <p>Enhanced productivity, focused to individual needs, including development requirements</p> <p>Support for succession planning and career development</p> <p>Engaged and motivated officers and staff</p>
5.2.2	<b>Develop a new performance framework</b>	<p>Develop a modern and relevant performance framework that supports effective decision making, planning, resource management, management control and reporting</p> <p>(a) New performance framework presented to Senior Management Board (SMB) for review and approval</p> <p>(b) Implementation plan developed and agreed by SMB</p>	<p>Q1 2015</p> <p>Q1 2015</p>	<p>Chief Inspector seconded to Corporate Development</p>	<p>Improved performance and reporting</p> <p>Improved accountability</p> <p>Improved financial and cost awareness</p> <p>Improved partnerships and external relationships</p> <p>Improved planning</p> <p>Improved decision making</p> <p>Improved risk management</p> <p>Improved awareness of key Police priorities and issues (internally and externally)</p>
5.2.3	<b>Redesign role and composition of the Performance Board</b>	<p>The Performance Board is the key vehicle to deliver performance and management information:</p> <p>(a) Review the role, purpose and membership of the Performance Board in light of the new performance framework</p> <p>(b) Consider including risk, organisational learning, audit and inspection issues within the Performance Board's scope</p> <p>(c) Develop recommendations for SMB review and approval</p> <p>(d) Implement approved recommendations</p>	<p>Q1 2015</p> <p>Q1 2015</p> <p>Q1 2015</p> <p>Q2 - Q4, 2015</p>	<p>Chief Inspector seconded to Corporate Development</p>	<p>A more effective approach to:</p> <p>(a) Enhance organisational performance and effectiveness</p> <p>(b) Disseminate, manage, control and discuss SOJP performance issues</p>

5.2.4	<b>Review current corporate risk management practices</b>	(a) Undertake research and consultation (b) Develop proposals for Senior Management Board approval (c) Implement agreed findings (provisional date only)	Q1 2015 Q1 2015 Q4, 2015	Chief Inspector seconded to Corporate Development Resource yet to be identified	A clear understanding of the threat, harm and risk profile to the States of Jersey Police Appropriate / proportionate contingencies and mechanisms are in place to mitigate risks where necessary Risk is actively managed
5.2.5	<b>Internal Audit &amp; Inspection</b>	(a) Research and design a modern Inspectorate (internal audit) capability (b) Develop an audit / review plan for Senior Management Board review and approval (c) Implement proposals	Q1, 2015 Q1, 2015 Q2 - Q4, 2015	Chief Inspector seconded to Corporate Development	External, peer and internal review of operations and effectiveness Promotes cost effective practices Supports organisational learning

### 5.3 Learning & Development

5.3.1	<b>Critical skills and manpower planning</b>	(a) Identify and document critical skills required for front line services (Crime Services, Uniformed Operations, Custody and Response Investigation Unit) (b) Propose critical skills and appropriate manning levels for key front line services for review and approval by the Senior Management Board (SMB) (c) Following SMB approval pass essential and desirable skills profile to Rostering Manager to support a more dynamic approach to manpower planning and resource allocation (d) Following SMB approval, identify and develop a more structured approach to workforce skills development and management: -Focused induction training - on joining and following promotion or internal transfer (for officers and Police staff) -SOJP's approach to developing and maintaining core policing skills -Use of e-learning, coaching, mentoring, self-development and task and competency checklists	Q2, 2015  Q2, 2015  Q2, 2015  Q2 - Q4, 2015	Training Inspector  Training Inspector  Training Inspector and Rostering Manager  Training Inspector (supported by Line Managers)	Enables a more focused and cost effective delivery of training services  Auditable skills development programme  Contributes to more effective and efficient manpower planning processes  Enhances productivity and effectiveness of officers and staff
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5.3.2	<b>Reduce Training delivery costs</b>	Identify and implement opportunities to reduce training expenditure, whilst also improving the quality and effectiveness of organisational skills and capability: (a) Increase e- learning and classroom training capacity -Introduce at least 15 new National Centre for Applied Learning Technologies (NCALT) training packages to SOJP during 2015 -Increase overall capacity to deliver classroom training by 15% (within existing training resources), through e-learning and other initiatives -Develop five in-house on-line training packages, specific to Jersey's legislation and/or SOJP needs. (b) Identify and implement opportunities to charge for training services provided by SOJP (c) Enhance training partnerships -Review existing joint training initiatives for quality, service and cost effectiveness -Identify additional opportunities to share training delivery and resources within Home Affairs Departments, other agencies with enforcement responsibilities and other Police services.	Q1 - Q4, 2015	Training Inspector	Maintain 10% reduction in training budget for 2016 and beyond
			Q1 - Q4, 2015	Training Inspector	Increase efficiency and effectiveness / reduce training delivery costs Reduce abstractions from front-line duties
			Q1 - Q4, 2015	Training Inspector	Improve focus and relevance of training Income generation
			Q1 - Q4, 2015	Training Inspector	Reduce training delivery costs Increase utilisation of training resources
			Q1 - Q4, 2015	Training Inspector	Iron out areas of potential duplication/waste (in particular with other uniformed services)
			Q2, 2015	Training Inspector	
		On-going			

#### 5.4 Prepare for budget reductions / changes

5.4.1	<b>Efficiency effectiveness and budget savings review</b>	In light of anticipated budget reductions research and develop proposals: (a) Implement 2% savings plan for 2015 budget (b) Exploratory work towards charging for services at full cost recovery (c) Develop a future operating model to include: - Staffing levels (in relation to demand for services) - Supervisory ratios - Organisational design (in relation to customer expectations and changing trends)	Q1, 2015	Senior Management Board	Complies with budget reduction directives Identify new / alternative income sources Contingency planning in the event of future budget reductions
			Q2, 2015	Finance Manager	
			Q3, 2015	Senior Management Board	

5.4.2	<b>Prepare for 2016 pension changes</b>	(a) Respond to the pension change process, including requests for information and projections etc. (b) Where possible, influence the design of any new pension arrangements in order to: - maximise the operational effectiveness of Police Officers, particularly with regard to the physical nature of their role - minimise any additional budget cost	Q 1-4 2015  Q 1-4 2015	HR Manager  HR Manager	Complies with central pension change proposals  A fully productive and affordable workforce
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## States of Jersey Police - Plans for 2015

	Objective	Key deliverables	Milestone dates	Resources allocated	Expected benefits
<b>6.1 Learning &amp; Development</b>					
6.1.1	<b>Leadership and Management development</b>	(a) Following the review of SOJP's management and leadership requirements in 2014, design and implement identified training needs.	Q1 - Q4, 2015	Training Inspector	Dynamic and customer focused Police Officers and Police staff who keep Jersey safe and provide value for the taxpayer
<b>6.2 Information Management</b>					
6.2.1	<b>Information Management Strategy</b>	Develop an Information Management Strategy to incorporate: (a) Management of Police Information ( MOPI) (b) Freedom of Information (FOI) (c) Technology (d) Management Information (e) ICT (f) Vetting and Barring	Q1, 2015 Q1, 2015 Q1, 2015 Q1, 2015 Q1, 2015	Director of CJD, Information Manager ,  Data Protection and Audit Officer  SMB approval December 2014	Manage information in compliance with legislation (UK and Jersey)  Protect the reputation of SOJP through the development and awareness of appropriate policies and procedures
<b>6.3 Mobile data &amp; technology</b>					
6.3.1	<b>Mobile data</b>	Following the review in 2014 into the application and benefits of mobile data for policing Jersey, develop and implement plans accordingly	Q1, 2015	Head of IT	Ensure any mobile data proposals have a clearly defined and realisable return on investment
6.3.2	<b>Social Media</b>	Following the review in 2014 into the effective use and application of Social Media, develop and implement plans accordingly	Q1, 2015	Communications Manager	Maintain strong and effective communications with all sections of the local community



#### 6.4 New Police Headquarters

6.4.1	<b>New Police HQ build</b>	<p>The new Police HQ is being designed to meet modern environmental standards, improve working conditions and to enable more effective working practices. SOJP has developed internal work streams to support:</p> <p>(a) the building process, taking into account Home Office guidance, and emerging design and decision requirements</p> <p>(b) Identify and develop modern (technologically enabled) workflow and operating systems in time for occupation of the new build</p> <p>(c) Where possible 'future-proof' key operational requirements, for example:</p> <ul style="list-style-type: none"> <li>- Custody suite</li> <li>- Force Control Room</li> <li>- Scientific &amp; Cyber-Crime requirements</li> </ul>	<p>Q1 - Q4, 2015</p> <p>Q1 - Q4, 2015</p> <p>Q1 - Q4, 2015</p>	<p>Facilities and Project Manager</p> <p>Facilities and Project Manager</p> <p>Facilities and Project Manager</p>	<p>Modern working environment</p> <p>Enhanced operational capability</p> <p>Integrated work processes and systems</p>
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