



2016 Policing Plan

R.15/2016

Prepared by
Jersey Police Authority

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1. Introductions

1.1 Foreword by the Chair of the Jersey Police Authority



The Jersey Police Authority continues to work closely with the States of Jersey Police in order to oversee its operations and to be constructively critical of policing in the Island. As I said in my previous foreword, we receive a high level of engagement and cooperation from our colleagues in the Police and this has continued throughout 2015. I am confident that that relationship will continue to develop into 2016 and beyond which, in turn, enables us to develop a deep understanding of the issues which affect the Island and its policing.

During the course of 2015, the Jersey Police Authority has engaged more fully with the public in the Island. This has involved carrying out a public survey over the summer months in which almost 600 Islanders took part and told us their views on the services delivered by the States of Jersey Police Force. The results of the Survey have also been taken into account in developing the policing plan for 2016. The format of the policing plan continues to develop which, in turn, makes it easier for us to monitor performance and ensure that the States of Jersey

Police meet their key deliverables and continue to provide effective policing for the Island. A new operating model has been developed which we anticipate will improve efficiency across the organisation. This is something that the Police Authority will be monitoring closely during the course of 2016.

We move into 2016 in the knowledge that 2015 has been a good year for the Police who, as the Chief Officer says, have made significant progress in key areas. The medium term financial plan will inevitably have an impact on all aspects of public life and is something that the Police Authority is monitoring closely in the context of the impact that it will have upon the States of Jersey Police Force.

Jonathan White
Chairman, Jersey Police Authority

1.2 Foreword by the Chief Officer of the States of Jersey Police

2015 has been a good year in policing terms and we have made significant progress in key areas – in particular protecting people at vulnerable times in their lives, and bringing offenders to justice by applying modern technology and scientific techniques to old and unsolved cases. This sends a clear message to offenders that we will continue to investigate historic unsolved serious crimes.

Our plans for 2016 are to maintain this momentum and keep Jersey as a safe place to live, work or visit.

Despite investing considerable resources and effort in policing our roads, I have yet to see any sustained improvements. This lack of progress remains an on-going frustration, and I am now asking all Islanders to pull together and collectively make Jersey's roads safer. Key to this is for people to concentrate when they are using the roads and to ensure that their vehicles are roadworthy, in particular their lights are working. In addition to the well-publicised campaigns for seat-belts, mobile phones, speeding and drink-driving – road users shouldn't text, eat, drink or plug into their music player whilst driving and cycling on our roads. Road users need to be vigilant, concentrate fully and have their wits about them.



Mike Bowron, QPM
Chief Officer of Police

During the past year we have seen new crime trends and so priorities continue to change:

- Whilst the number of domestic abuse incidents now appears to have stabilised, we continue to see an increase in the number of sexual offences that are being reported. We believe this increase is due to victims having greater trust and confidence to come forward - and not because there is more offending. These crimes are often complex and challenging to investigate.
- Following dramatic reductions in night time violence in recent years, we are starting to see small increases in offending of this nature.
- Whilst burglary and malicious damage have decreased, there have been increases in cyber and economic crimes; again these can be complex and challenging to investigate.
- In addition to preventing and detecting traditional drug use, we are now also dealing with New Psychoactive Substances, which present a real threat to our community, and in particular to young people.
- The threats posed by Terrorism and Organised Crime Syndicates – whilst largely unseen – remain a high priority.

In addition to these changing crime trends, 75% of the demand for Police Services is for non-crime related activities. For example, dealing with people who are missing from home or have mental health issues, or providing community support for incidents such as anti-social behaviour.

In light of the economic pressures on the Island's public services, during 2015 I commissioned a project board to conduct a review into how the States of Jersey Police could respond to these challenges. The review focused on the changing demand for our services, what the public want from their Police Service and how we can operate more efficiently and flexibly. I have been delighted by the outcome and based on the evidence presented to myself and the senior management team,

we have developed a 'New Operating Model' which will be implemented in stages during 2016 (and beyond). We will embark on a major programme to modernise our working practices and improve value for the taxpayer.

In parallel to this review, we have also looked at how we can tap into the capability and connectivity provided by modern technology. Subject to a successful funding application, we expect to start introducing mobile technology for Police Officers during 2016/17. As well as improving contact with the public and officer safety, we will also look to streamline many core policing activities and this should also generate annual efficiencies in the region of £0.5m by 2019.

Finally, we will say good-bye to our Deputy Chief Officer during the first Quarter of 2016. Barry Taylor has been the architect of many of the improvements in Jersey's Police Service over the last seven years and, in particular, has been the driving force behind the development of the new Police Headquarters. He will be succeeded by Superintendent Rob Bastable who will take over the reins as Deputy Chief Officer in March 2016.

Mike Bowron, QPM
Chief Officer of Police

1.3 Foreword on behalf of the Honorary Police

The provision of community policing is a key feature of the 2016 States of Jersey Policing Plan. It builds on the SOJP aim to strengthen their approach and commitment to community policing as being key to the further reduction of crime levels.

The Honorary Police role is to provide community policing to meet the specific needs of the parishioners. The current arrangements whereby SOJP community officers are linked to parishes strengthens the good working relationship which exists between officers.

But community policing is not without its challenges. There has been a significant increase in recent years in the number of events, sporting, cultural and tourism, and, perhaps, an unrealistic expectation that the Honorary Police is always available and will assist when SOJP cannot attend. The Connétables, who are responsible for the efficient and effective policing of the Parish, are mindful that officers give of their own time voluntarily to serve their parish and each may need to address this issue in their individual parish policing plans. Likewise, with their responsibility for operational matters, the Chefs de Police must be realistic about the assistance which can be provided whilst ensuring that the policing demands of the parish are met.

The service provided by Honorary Police officers is now recognised with the award of a medal for Long and Meritorious Service instituted by Royal Warrant – awards were recently made to 61 officers who have each served 12 years or more, two of whom have given 30 years' service to their parishes. The value of the Honorary Police was further acknowledged during the recent States debate on the upper age limit for officers - retaining the expertise, skills and knowledge of officers who wish to continue to volunteer can only be to the benefit of parishes as we work with the SOJP in delivering community policing in the island.

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



2. About the 2016 Policing Plan

2.1 Developing this Plan

In developing the 2016 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 which contained Police information
- Listened to key partners and stakeholders
- Incorporated direction and policy from Corporate Management Board, Council of Ministers, 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 2015 and reviewed the impact of new initiatives on service delivery



2016 Performance Indicators

- ž Number of crimes reported per 1,000 population ž
- ž Overall number of crimes that are detected ž
- Number of residents that think SOJP are doing a satisfactory job
- ž Number of residents that feel safe in their local neighbourhood ž
- Cost of policing Jersey per 1,000 population

2.2 Accountability and Performance Measurement

This plan not only sets out the key policing priorities, but also includes measurable activities and actions for the Police to deliver during 2016. This provides a framework against which the Jersey Police Authority can hold the States of Jersey Police to account for their performance. In addition, the Jersey Police Authority has identified a number of broad performance indicators which it can use to compare Jersey's performance against other Police Forces. Each year, the Jersey Police Authority formally reviews and reports on the States of Jersey Police's overall performance. The most recent review is the [2014 Annual Report](#).

2.3 Structure of the 2015 Policing Plan

To communicate the priorities for 2016, this Policing Plan has been structured into four sections. Each section starts with a one-page overview and is then supported by a more detailed action plan.

It is not possible to document all the activities that will take place during 2016. As such, this plan includes examples of day-to-day Police activities whilst focusing on areas that are changing or being developed.

2016 Policing Plan Structure

- Section 3.1** Keep people safe
- Section 3.2** A service that is valued
- Section 3.3** Safeguard and support the community
- Section 3.4** Modernise the Organisation

3.1 Keep people safe

Police Officer visibility is key to maintaining public confidence and ensuring people feel safe and are secure. Police Officers will continue to be highly visible, in particular in busy locations and at peak times. This extends beyond the morning rush-hour or lunchtime, and includes all Parishes. It also involves proactively policing the night time economy in St Helier – where officers will continue to be deployed to known hotspots, and extra officers will be deployed at the peak times of Friday and Saturday nights.

In addition to maintaining focus on anti-social behaviour and road safety issues, the Police will also look more closely at what threat or risk is presented by Financial and Cyber criminals.

Equally, the risk to Islanders is not just contained within our shores and significant work continues to ensure Jersey plays its part in preventing organised crime and managing terrorist threats.

Tackling drugs

Following the [Drugs Review in 2015](#), the need for a multi-agency approach to tackle drug and alcohol issues is important, and supporting an Island-wide strategy on drugs will be central to the effective management of drug and alcohol abuse in the longer term. Legislation will also need to be updated in order to keep up with the increase in New Psychoactive Substances (NPS) which present such a threat to young people at present. The States of Jersey Police will also look to strengthen its drugs detection capability with the addition of two drug dogs to their ranks.

Domestic abuse and sexual assault

The Police will continue to develop expertise and capability in the priority area of Child Sexual Exploitation (CSE), as well as improve the speed and conviction rate for rape investigations. They will also continue to work with other agencies to review the Island's current domestic abuse strategy.

Finance and cyber crime

MoneyVal conducted an inspection on behalf of the International Monetary Fund (IMF) in 2015, and the 'report card' is expected in early 2016; any subsequent recommendations will need to be actioned. The Police's cyber and internet crime capability will also be further strengthened through specific training for frontline officers and staff.

Performance indicators

- Number of crimes per 1000 population.
- Crime detection rates.

Day-to-day policing activities

- Provide a 24/7 emergency response.
- Provide operational leadership in times of confusion, crisis and civil unrest.
- Be 'the service of last resort'.
- Provide a high-visibility policing presence.
- Prevent crime.
- Respond to incidents, accidents, crimes and concerns for public safety and welfare.
- Investigate crimes and bring offenders to justice.
- Deal with domestic incidents, sex offences and child abuse.
- Conduct intelligence led patrols and Police operations.
- Manage dangerous situations, including firearms and knife incidents.
- Identify ways to reduce crime.
- Protect people and buildings from national security threats.
- Police major events and VIP visits.
- Manage sex offenders and known violent criminals.
- Combat global economic crime, as well as local fraud.

States of Jersey Police - Plans for 2016

Ref	Objective	Key deliverables	Milestone dates	Resources allocated	Expected benefits
3.1 Keep people safe					
3.1.1 Maintaining public safety					
3.1.1.1	Policing the Night Time Economy	(a) Maintain a sustained policing presence around the Night Time Economy in Jersey under the heading of 'Operation Visible'. (b) Subject to Transport and Technical Services Minister's approval, continue with Operation Taurus (closure of Mulcaster St). (c) Continue to work with partners to develop longer term solutions.	Throughout 2016 Q2, 2016 Q4, 2016	Ch Insp Operations All Uniform Response Police Officers Ch Insp Community Policing Ch Insp Community Policing	(1) Ensure that appropriate numbers of Police Officers are deployed at key times in order to help prevent and reduce victim based violent crime and anti social behaviour. (2) Night Time Economy crime prevention measures and activities - in particular at times of high demand.
3.1.1.2	Anti-Social Behaviour and Harassment	(a) Review the current approach to responding to incidents of harassment in Jersey (both domestic related and otherwise) to ensure that the process is both victim led and as efficient as possible. (b) Re-evaluate the function of the Police Public Order team and design role specific training to ensure it continues to offer good value and remains fit for purpose.	Q1, 2016 Q2, 2016	Ch Insp Operations Ch Insp Operations	(1) Ensure the Police's approach to harassment is centred on the needs of the victim and clear guidance is put in place for all Officers. (2) A safeguarding measure necessary in the event of outbreaks of public disorder and for dealing with violent prisoners which must be modernised to suit current local needs.
3.1.1.3	Dangerous dogs' register	Research and consult with respect to the introduction of an Island wide dangerous dogs' register, and present recommendations to the Senior Management Board.	Q2, 2016	Ch Insp Community Policing	To determine if opportunities exist to further enhance public safety.
3.1.1.4	Safer road use	(a) Carry out a mix of education and enforcement activities throughout the year. (b) Continue with one annual road safety message under the banner of 'Lets look out for each other' and hold four other seasonally based campaigns during 2016: - two campaigns to focus on drink-driving - one campaign on speeding - one on defective vehicles	Q1 - Q4, 2016	Ch Insp Operations All Uniformed Police Officers	(1) The 'Lets look out for each other' campaign encourages drivers to recognise that the road is a shared space and should be used responsibly. (2) Improved road user and pedestrian safety awareness.
3.1.1.5	Foreign National Offenders (FNOs)	(a) Improve rates of identification of Foreign National Offenders (FNOs) within the community. (b) Enhance information flows to and from overseas authorities. (c) Improve early flagging of overseas convictions to prosecution authorities and courts.	Q2, 2016	Det Ch Insp Intelligence Det Insp Force Intelligence Bureau	(1) Increased awareness of, and means to lessen risk presented by, FNOs living within our community. (2) More appropriate restrictions and sanctions applied by the Courts. (3) Improved information sharing overseas to assist in international law enforcement measures.

Ref	Objective	Key deliverables	Milestone dates	Resources allocated	Expected benefits
3.1.1.6	Reducing crime and preventing offending	<p>(a) Carry out a thorough review of legislation used in relation to operational response policing activities. In particular:</p> <ul style="list-style-type: none"> - Police Procedures and Criminal Evidence (Jersey) Law 2003 (PPCE) - Road Traffic Jersey Law 1956 - Licensing (Jersey) Law 1974 <p>Report and make recommendations to the Senior Management Board.</p> <p>(b) Review areas where crime is increasing and develop crime prevention strategies and plans for each growth area. In particular:</p> <ul style="list-style-type: none"> - Design, produce and promote an on-line crime reduction booklet for all-Island use - Focus on Cyber and Internet related crime in business 	<p>Q3, 2016</p> <p>Q3, 2016</p> <p>Q4, 2016</p>	<p>Ch Insp Operations and Department Heads</p> <p>Crime Reduction Officer</p>	<p>To ensure that the legislation most used is up to date and fit for both public and modern policing needs.</p> <p>Enhanced crime reduction service, especially in respect to Cyber Crime where it is estimated that 80% of all such crime can be prevented with relatively simple measures and steps.</p>

3.1.2 Tackling drugs

3.1.2.1	Support the Island Drugs review	<p>Following publication of the Drugs Review in 2015:</p> <p>(a) Support and promote the introduction of a multi-agency board (Drugs and Alcohol Action Team) to provide Island-wide direction and co-ordination for drug and alcohol related issues.</p> <p>(b) Contribute to the formation of a Jersey Drugs Strategy.</p> <p>(c) Fully contribute to the review of drugs legislation to tackle the threat of New Psychoactive Substances (NPS).</p>	Q1-Q4, 2016	<p>Det Ch Insp Intelligence</p> <p>Det Ch Insp Crime</p>	<p>(1) More coordinated working across agencies.</p> <p>(2) More effective and efficient use of limited resources.</p> <p>(3) Improved alerting and monitoring of trends and emerging threats and trends.</p> <p>(4) Better information sharing across agencies.</p> <p>(5) More timely and relevant communication to the public (users and non-users).</p> <p>(6) Improved levels of enforcement.</p> <p>(7) Reduced misuse and harm.</p>
3.1.2.2	Update SOJP's Drugs Strategy and Capability	<p>(a) Develop a States of Jersey Police Drugs Strategy, focusing on enforcement and prevention.</p> <p>(b) Implement action points to support SOJP Drugs Strategy.</p> <p>(c) Introduce proactive drugs dog search capability.</p> <p>(d) Introduce passive drugs dog search capability.</p>	<p>Q2, 2016</p> <p>Q2-Q4, 2016</p> <p>Q2, 2016</p> <p>Q4, 2016</p>	<p>Det Ch Insp Intelligence</p> <p>Det Ch Insp Crime</p> <p>Ch Insp Community Policing</p> <p>Ch Insp Community Policing</p>	<p>(1) improved inter-agency working and effectiveness throughout the Island.</p> <p>(2) Improved reactive and proactive responses to emerging challenges and threats.</p> <p>(3) Improved detection and prosecution rates.</p> <p>(4) Increased awareness and skills throughout SOJP.</p> <p>(5) Improved effectiveness of inter-agency working.</p> <p>(6) Improved performance at taking the profits out of drug crime.</p> <p>Further enhance drugs detection capability.</p> <p>Further enhance drugs detection capability.</p>

Ref	Objective	Key deliverables	Milestone dates	Resources allocated	Expected benefits
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3.1.3 Domestic abuse and sexual offences

3.1.3.1	Child Sexual Exploitation (CSE)	<p>(a) Look for opportunities for early identification of Child Sexual Exploitation (or potential CSE) offences and develop proposals.</p> <p>(b) Ensure relevant information and intelligence relating to victims, offenders and locations is shared and tasked effectively.</p> <p>(c) Learn from local and UK Serious Case Reviews and through staying up to date with best practice.</p> <p>(d) Review how best to provide support and guidance to victims, in particular from hard to reach parts of our community.</p>	<p>Q2, 2016</p> <p>Q2, 2016</p> <p>On-going</p> <p>Q3, 2016</p>	<p>Det Ch Insp Crime</p> <p>Det Insp Public Protection Unit</p>	<p>(1) Early identification of CSE or potential CSE offences.</p> <p>(2) Improved sharing of information and intelligence relating to CSE offences.</p> <p>(3) Learning from others.</p> <p>(4) Supporting victims, in particular find ways to better support potential victims from hard to reach parts of our community.</p>
3.1.3.2	Rape investigations and support to rape victims	Implement the agreed and adopted Rape Action Plan.	Q1 – Q4, 2016	<p>Det Ch Insp Crime</p> <p>Det Insp CID</p>	<p>(1) Ensure SOJP has skilled, competent and experienced investigators.</p> <p>[2] Ensure Officers and Staff are victim focused.</p> <p>[3] Ensure early engagement with the Law Officers' Dept with regard to rape investigations.</p>
3.1.3.3	Domestic Abuse Strategy	Working with the Safeguarding Partnership Board, review and update an Island-wide Domestic Abuse Strategy. Ensure a strategic and co-ordinated allocation of responsibilities with key partner agencies.	Q2, 2016	<p>Det Ch Insp Crime</p> <p>Det Insp Public Protection Unit</p>	An Island-wide Domestic Abuse Strategy will seek to identify key partner agencies' responsibilities and ensure that there is a strategic and co-ordinated approach to tackling Domestic Abuse.

3.1.4 Finance, cyber and internet enabled crime

3.1.4.1	Cyber and Internet Enabled Crime	<p>(a) Once developed and published by the Capabilities Management Group (National Police Chiefs' Council):</p> <ul style="list-style-type: none"> - Prepare and develop internal policies, procedures and training plans in Digital Intelligence and Investigation Framework. - Deliver training to all Officers and relevant support staff. <p>(b) Support the Economic Development Department in the implementation of the 'Atkins' Cyber Security Island Review. Consider replicating similar structures to arrangements already in place in the UK.</p> <p>(c) Review and identify if opportunities exist to gather additional intelligence from the Hi-Tech Crime Unit (HTCU) from within existing resources.</p> <p>(d) Using funding awarded by the European Union (SENER Project), share ideas, knowledge and challenges of Hi-Tech Crime issues .</p>	<p>TBD</p> <p>Timetable to be set by EDD</p> <p>Q4, 2016</p> <p>Q4, 2016</p>	<p>All Officers and Staff</p> <p>Cyber Police Strategy Group</p> <p>Hi-Tech Crime Manager</p> <p>Hi-Tech Crime Manager</p>	<p>Critical training requirement for all frontline Officers and Staff, ensuring a consistent service to the public. Training supported by appropriate internal policy and procedures.</p> <p>Ensure Island-wide protection for critical services and effective partnership working for all interested parties.</p> <p>If viable, potentially significant intelligence may be gained from devices that are being examined by the Hi-Tech Crime Unit (HTCU).</p> <p>Increased knowledge shared with other similar Forces.</p>
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Ref	Objective	Key deliverables	Milestone dates	Resources allocated	Expected benefits
3.1.4.2	Financial Crime	<p>(a) Review the final MoneyVal recommendations (due early 2016) and develop and progress action plans as required.</p> <p>(b) Implement improvement plans developed in 2015 in order to enhance and streamline financial crime investigation and prosecution practices and processes.</p> <p>(c) Exploit the full potential of the Jersey Fraud Prevention Forum: - Extend the community reach of participants and their role to prevent fraud locally. - Monitor, detect and warn against imminent and developing fraud methods and trends.</p>	<p>Q1-Q4, 2016</p> <p>Q1-Q4, 2016</p> <p>Q1-Q4, 2016</p>	<p>Det Insp Joint Financial Crimes Unit</p> <p>Det Insp Joint Financial Crimes Unit Force Legal Advisor</p> <p>Det Ch Insp Intelligence Det Insp Joint Financial Crimes Unit</p>	<p>Enhanced compliance with international anti-money laundering requirements, supporting future improved international ratings for Jersey and improvements to financial crime and Anti-Money Laundering (AML) effectiveness.</p> <p>(1) Improve efficiency and effectiveness of investigations. (2) Reduce investigation times. (3) Increase confiscation levels of proceeds of crime. (4) Better utilisation of limited resources on prioritised cases.</p> <p>(1) Enable better communication and understanding of developing fraud trends and methods throughout the community. (2) Better coordination of efforts to tackle such threats. (3) Identification of best-suited means of tackling such threats. (4) Co-ordination and consistency of crime prevention advice and security measures. (5) Extended reach into and from the community to enhance effective two-way communication and feedback.</p>

3.2 A Police Service that is valued

It is vital that the public have confidence in the Police, and they are respected for being fair, honest and trustworthy. This concept of 'policing with public consent' was a key theme to Sir Robert Peel's [nine principles of policing](#), and dates back to 1829.

Central to maintaining this level of trust is for the Police to understand what Islanders want and expect from their Police Service, and for the Police to conduct themselves professionally and with integrity at all times.

Assessing public confidence and customer satisfaction

A key requirement set out in the 2016 Plan will be for the Police Service to review Islanders' needs and expectations and ensure they are not only providing a suitable service, but are doing so in an effective way. This will build on the survey undertaken by the Jersey Police Authority as well as responses to the Jersey Annual Social Survey (JASS) in 2016.

Responding to demand

Calls to the Police are prioritised in order that resources are allocated accordingly. The States of Jersey Police will continue to respond (to anywhere in the Island) to high priority calls for help (Code 1) within 10 minutes, and Code 2 priorities within one hour. It is important that when people are in imminent danger, they have confidence that a Police Officer will attend quickly. The Police will also look to upgrade their current telephone system during 2016 to not only support this prioritisation process, but also to provide important management information and to help improve resource and asset utilisation.

Supporting victims of crime

In 2016 there will be renewed focus on protecting victims of crime. In addition to better co-ordinating existing victim and witness care services, the Police will also research how new technology could help to keep victims informed during the criminal justice processes. Whilst also featuring in 2015's Policing Plan, there remains a particular need to support the victims of sexual assault and the introduction of a Sexual Assault Referral Centre (SARC) remains a priority.

Code of Ethics for Police Officers

The States of Jersey Police will train its Officers and staff in the UK's recently published Police Code of Ethics, ensuring Police Officer conduct remains appropriate and relevant to the 21st Century.

Performance indicator

- Number of residents that consider the States of Jersey Police to be doing a satisfactory (or better) job.

Day-to-day policing activities

- Approximately 16,000 Police incidents are recorded, prioritised and managed each year.
- The average Police response time for Code 1 (highest priority) calls is less than six minutes, and for Code 2s it is less than one hour.
- Victim and witness care services are provided to approximately 150 people at any time.
- The Police write to victims of crime and get feedback on the services provided.
- Each officer is required to keep in regular contact with the victim of crime whilst investigating the incident.
- The Community Policing Team actively seek out the views and concerns from under-represented groups in the Island.
- In addition to reports by the local media, the Police keep the public up to date via social media and have approaching 18,000 Facebook followers and over 7,000 Twitter followers.
- The Police take part in the Jersey Annual Social Survey (JASS) every two years to better understand the public's views and priorities. The next JASS survey is due to take place in 2016.

States of Jersey Police - Plans for 2016

Ref	Objective	Key deliverables	Milestone dates	Resources allocated	Expected benefits
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3.2 A Police Service that is valued

3.2.1 Better understand public needs and expectations from States of Jersey Police

3.2.1.1	Public confidence and customer satisfaction	(a) Review existing service provision, consult widely and develop plans to better understand the drivers and requirements for public confidence and satisfaction in the States of Jersey Police.	Q4, 2016	Performance Manager (Lead) Force Project Manager (+ Project Team)	An improved understanding of our community needs and expectations from policing in Jersey.
		(b) Develop plans accordingly.	Q4, 2016	Performance Manager (Lead) Force Project Manager (+ Project Team)	
3.2.1.2	Jersey Police Authority (JPA) survey	Review the findings of the Jersey Police Authority Survey (2015) and develop plans for consideration by the Senior Management Board.	Q1, 2016	Performance Manager	An improved understanding of our community needs and expectations from policing in Jersey.
3.2.1.3	Jersey Annual Social Survey (JASS)	(a) Participate in the 2016 Jersey Annual Social Survey (JASS).	Q1, 2016	Performance Manager	An improved understanding of our community expectations and priorities from policing in Jersey.
		(b) Review JASS findings and develop plans accordingly.	Q4, 2016	Performance Manager	An improved understanding of neighbourhood safety, key community concerns and the performance and levels of public trust and confidence in SOJP.
3.2.1.4	Social Media and Police Apps	(a) Review the current application of social media and develop plans to increase its operational value, in addition to its communications and engagement role.	Q2, 2016	Communications Manager	Improved operational capability from social media.
		(b) Review the availability of technology applications that support and enhance Police operations, communications and transparency.	Q1 - Q4, 2016	Head of IT	Enhance public communications and transparency concerning SOJP and its work.

3.2.2 Responding to demand for Police Services

3.2.2.1	Emergency Response	(a) Respond to emergency calls (999 calls or those assessed by us to be a Grade 1 demand) in any part of the Island in under 10 minutes.	On-going	Ch Insp Operations	Improved customer satisfaction. Increased public confidence. Appropriate deployment of resources and assets.
		(b) Respond to priority calls (those assessed by us to be a Grade 2 demand) in any part of the Island in under 60 minutes.	On-going	Ch Insp Operations	

Ref	Objective	Key deliverables	Milestone dates	Resources allocated	Expected benefits
3.2.2.2	Call Handling	(a) Review the current process for handling and receiving requests for service from the public. (b) Introduce a new telephony system and review existing call handling systems and procedures. (c) Implement the findings of the call handling review, including any required redesign of service.	Q1, 2016 Q1, 2016 Q3, 2016	Ch Insp Operations Control Room Manager Ch Insp Operations Control Room Manager Ch Insp Operations Control Room Manager	The current telephony system to manage 999 calls is due to be upgraded and presents SOJP with an opportunity to improve call flow and improve understanding of demand for Police Services. Deliver a more streamlined service to the public when they contact the Police, including managing and prioritising demand more effectively.

3.2.3 Supporting victims of crime

3.2.3.1	Survivors of sexual assault	To work with partners to secure funding and establish a Sexual Assault Referral Centre (SARC).	Q2, 2016	Det Ch Insp Crime	To provide the very best service to survivors of sexual assault giving clear pathways for not only reporting but also support and guidance.
3.2.3.2	Victim and witness care	Following a process and function review of the Victim and Witness Care Unit, design and implement plans to develop an integrated Victim and Witness Care Unit service.	Q2, 2016	Head of Criminal Justice Unit Victim and Witness Care Unit Victim Support	A more customer-focused and streamlined Victim and Witness Care Service, that is better integrated with external agencies such as Victim Support, and Independent Domestic Violence Advisors. Removal of duplication of practices and processes.
3.2.3.3	'Track my Crime'	Research and make recommendations in respect of introducing 'Track my Crime' technology to allow victims of crime to better understand their place in the overall criminal justice process and timetable.	Q2, 2016	Head of IT Project Manager	Improved communication and transparency for victims of crime.

3.2.4 Jersey Care Enquiry

3.2.4.1	Review findings and recommendations	Review any findings and recommendations from the Independent Care Enquiry (ICE).	Q1–Q4, 2016	Det Ch Insp Crime	Ensure that all available learning is taken from the ICE.
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3.2.5 Police standards and conduct

3.2.5.1	Code of Ethics	Following publication of guidance from the College of Policing, train officers, staff and the Jersey Police Complaints Authority (JPCA) regarding adoption of the new Code of Ethics.	Q1–Q4, 2016	Det Ch Insp Professional Standards	Enhance public confidence in policing.
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3.3 Safeguard and support communities

Understanding Jersey's communities is an important part of policing. As communities diversify, so the risk of social unrest increases as people with different values and beliefs live in close proximity. Jersey already has a diverse community and boasts a broad range of nationalities and faiths, as well as an ageing population and increasingly accepting attitudes towards disability, sexuality and gender.

The Island's communities are also constantly changing - particularly as people enter and leave the Island for work reasons, as well as people who visit the Island. Equally, communities are a rich source for Police intelligence - people in local neighbourhoods are more likely to know if criminal acts have taken place (or are about to take place) and who may be involved.

Community Engagement

In 2015, the States of Jersey Police revisited its approach to Community Policing to ensure they understood community issues and stressors, and were in a position to resolve issues before they escalated. Whilst much of this activity is now embedded in daily Police routines (including working alongside their Honorary colleagues), this work is set to continue for the foreseeable future.

In 2016 the States of Jersey Police will research the feasibility of introducing a Neighbourhood Watch Scheme into the Island, as well as setting up a Youth Panel to help engage with young people for crime prevention ideas.

Recharging for dedicated Police Services

The States of Jersey Police will also look into whether there is an opportunity to provide key organisations with dedicated Police resource and capability - and to charge for this service.

Safeguarding vulnerable people

There is an increasing expectation that the Police should support people at vulnerable times in their lives. This can range from looking for people who have gone missing or intervening when there is a genuine concern for someone's health and welfare. Significant work took place during 2015 in relation to how the Police should be supporting people with mental health issues and this work is now reflected in the 2016 Policing Plan.

In 2016, the Police will also support a multi-agency approach towards the prevention of suicide, as well as taking forward existing multi-agency work, in particular, the work of the Safeguarding Partnership Board.

Performance indicator

- The number of residents that feel safe in their local neighbourhood.

Day-to-day policing activities

- Dedicated Licensing Unit checking and educating licensees and door staff.
- Planning and policing major events and VIP safety requirements.
- Crime reduction advice and campaigns (for homes and businesses).
- New building design – ensuring key safety requirements are included at the design stage.
- Emergency and disaster recovery planning and exercises (often with other emergency services).
- Community problem solving, including neighbour disputes and anti-social behaviour issues.
- Schools liaison and problem solving.
- 'Shop Watch' scheme (St. Helier Town Centre).
- Maintaining strong links with Parishes and Honorary Police colleagues.
- Implementing the Police's Equality and Diversity Strategy, including maintaining contact and communications with key community groups.
- Supporting multi-agency and partnership work to progress Island-wide issues and challenges.

States of Jersey Police - Plans for 2016

Ref	Objective	Key deliverables	Milestone dates	Resources allocated	Expected benefits
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3.3 Safeguard and support communities

3.3.1 Community engagement

3.3.1.1	Community Engagement Strategy	Further develop and embed the SOJP Community Engagement Strategy into all aspects of operational policing delivery:	Q2, 2016	All Officers and staff	Effective engagement leads to increased community participation and ownership of Police-related issues.
		(a) Produce focused internal information and guidance.			
		(b) Deliver a series of workshops to Officers and Staff internally, and Honorary Police Officers.	Q2, 2016	All Officers and staff	Improved understanding, awareness and co-ordination of SOJP's community engagement strategy, both internally and with Honorary Police Officers.
		(c) Deliver focused media / social media messages to raise awareness and understanding of community issues and concerns.	Q4, 2016	Communications Manager	Increased awareness of community issues and concerns.
3.3.1.2	Equality and diversity in action	Further develop trust and confidence with minority groups within the Island:			
		(a) Ensure a timely and robust response to all reports and allegations of Hate Crime.	Q4, 2016	All Officers	Enhanced community trust in Police services.
		(b) Conduct focus groups to better understand the general and specific needs of specific strands within the community.	Q1, 2016	Nominated Strand Lead Officers	Improved understanding of community issues and needs.
		(c) Develop and implement a training programme to further develop SOJP Officers, staff, and Honorary Police colleagues, knowledge and understanding of equality and diversity issues.	Q4, 2016	Ch Insp Community Policing	Improved understanding of community issues and needs.

3.3.2 Listen to and work with Communities

3.3.2.1	Review introduction of fully funded Police Officer roles	Explore opportunities for fully funded partnership for Police Officers in the strategic areas of Education and Andium Homes.	Q4, 2016	Community Policing Team	Andium Homes and Education Department represent a significant number of residents in Jersey and may benefit from a dedicated Police presence, subject to such services being fully funded.
3.3.2.2	Neighbourhood Watch	Introduce the 'Neighbourhood Watch' initiative to Jersey.	Q3, 2016	Community Policing Team All Officers and staff	Improve community involvement and understanding of public safety and policing issues.
3.3.2.3	Engage with Young People	Investigate opportunities to engage and involve young people in Crime Reduction issues, especially in respect to Cyber Crime. Produce a report and recommendations for review by Senior Management Board.	Q2, 2016	Community Policing Team Crime Reduction Officer	Enhanced Crime Reduction service, especially in respect to Cyber Crime where it is estimated that 80% of all such crime can be prevented with relatively simple measures and steps.

Ref	Objective	Key deliverables	Milestone dates	Resources allocated	Expected benefits
3.3.3 Safeguard vulnerable people					
3.3.3.1	Mental health illness	<p>(a) Continue to analyse SOJP operational response to mental health-related incidents and further enhance practices and processes where appropriate.</p> <p>(b) Build on existing relationships with the Emergency Department and Mental Health Services and with the assistance of operational data, develop appropriate Memorandum Of Understanding (MOU) to collectively best manage mental health-related incidents.</p> <p>(c) Continue to meet with representatives of the Emergency Department and Mental Health Services in order to promote increased understanding of each other's roles, and identify opportunities to work more effectively.</p> <p>(d) Building on the success of the Custody Triage Nurse trial, develop additional formal proposals with Health and Social Services Department regarding the trial of a shared mental health nurse to work across all relevant Criminal Justice pathways.</p> <p>(e) Continue to influence the development of mental health-related strategies and legislation in the Island.</p> <p>(f) Seek to influence HA & HSS Ministerial direction in order to move away from using Police Custody as a place of safety for individuals with mental health issues.</p> <p>(g) Develop training and education programmes to further enhance existing knowledge, awareness and guidance for frontline Police Officers and staff in respect of dealing with those suffering from mental health illnesses.</p>	<p>Q4, 2016</p> <p>Q4, 2016</p> <p>Q4, 2016</p> <p>Q4, 2016</p> <p>Q4, 2016</p> <p>Q4, 2016</p> <p>Q2, 2016</p>	<p>Ch Insp Community Policing</p> <p>Ch Insp Community Policing</p> <p>Ch Insp Community Policing</p> <p>Ch Insp Community Policing</p> <p>Deputy Chief Officer</p> <p>Ch Insp Community Policing</p>	<p>(1) More effective and efficient support is provided to the public.</p> <p>(2) To ensure the best use of Island resources and assets, in a joined up approach, to help those in greatest need.</p>
3.3.3.2	Prevention of suicide strategy	Be part of a multi-agency working group that is responsible for delivering the Jersey Prevention of Suicide Strategy.	Q4, 2016	Det Ch Insp Crime Det Insp CID	<p>(1) Ensure that there is a robust multi-agency approach to Suicide Prevention.</p> <p>(2) Ensure that agencies are not only aware of warning signs but there are also clear reporting pathways which will enable a joined up response to individuals in times of crisis.</p>

Ref	Objective	Key deliverables	Milestone dates	Resources allocated	Expected benefits
3.3.3.3	Safeguarding Partnership actions and activities	<p>(a) Following the Jersey Multi-Agency Public Protection Arrangements (JMAPP) review, develop a timetable and seek to action all (27) recommendations in conjunction with Partner Agencies.</p> <p>(b) Review the Safeguarding Children's Multi-Agency Improvement Plan and adopt recommendations relevant to SOJP.</p> <p>(c) Following the review of the Multi-Agency Safeguarding Hub (MASH) implement recommendations relating to the SOJP's role and contribution.</p> <p>(d) Continue to learn lessons from local Serious Case Reviews (SCRs) as well as reviewing those published in the UK, paying particular attention to themes surrounding Child Sexual Exploitation and Suicide.</p>	<p>Q1, 2016</p> <p>Q2, 2016</p> <p>Q1 – Q4, 2016</p> <p>On-going</p>	<p>Det Ch Insp Crime Ch Insp Operations JMAPP Coordinator</p> <p>Det Ch Insp Crime Det Insp Public Protection</p> <p>Det Ch Insp Crime Det Insp Public Protection MASH management</p> <p>Det Supt Crime Det Ch Insp Crime Det Insp Public Protection</p>	<p>Enhanced compliance with UK Multi-Agency Public Protection Arrangements standards ensuring:</p> <p>(1) Effective multi-agency working, (2) Effective and efficient use of resources, (3) Better information sharing, (4) Better protection of the public.</p> <p>(1) Ensuring that all child safeguarding measures are multi-agency focused. (2) All agencies are aware of their responsibilities. (3) Information is shared appropriately and in a timely way.</p> <p>To ensure that the Police role within the Multi-Agency Safeguarding Hub (MASH) is efficient and effective and is providing the best value possible.</p> <p>(1) To take all available learning, and where appropriate action, from Serious Case Reviews both in Jersey and the UK. (2) To ensure that where appropriate learning is cascaded to partner agencies.</p>
3.3.3.4	Jersey Vulnerable Adult Risk Management [VARM] Forum	Be part of a multi-agency working group that will look to shape and implement a Vulnerable Adult Risk Management [VARM] Forum in Jersey.	Q1 – Q4, 2016	Det Chief Insp Crime Det Insp Public Protection	<p>(1) To ensure that those adults who are vulnerable are given the support that they need. (2) To ensure that professionals have clear pathways that allow them to offer help to vulnerable adults. (3) To ensure early identification of vulnerable adults.</p>

3.4 Modernise the Organisation

The current economic climate and the expectation of budget reductions over coming years have required the Police to look critically at how they operate and how they are organised. This section of the Policing Plan recognises that it is no longer sufficient to simply provide good policing services, but these also need to be undertaken efficiently and provide value to the taxpayer.

New Police Headquarters

A critical project for the States of Jersey Police is the completion of its new Headquarters building. Whilst it is not expected to become operational until the first quarter of 2017, a significant amount of work will need to take place during 2016 to meet this deadline. It is also serving as a focal point for other projects.

New operating model

The review of the Police's current operating model identified a number of opportunities and challenges, and these will need to be planned and progressed during 2016.

New organisational structure

To support the operating model, the Police's organisational structure will also need to be reviewed; in particular where it should prioritise and allocate resources, and whether the number of supervisory and management roles can be reduced over the coming years.

New technology

Considerable research took place during 2015 into the opportunities and benefits of the States of Jersey Police adopting mobile technologies. The conclusion was that it will provide the basis for significant performance improvements, and subject to funding being approved this project should progress rapidly during 2016. It is hoped that the first mobile applications will become available in time for the move to the new Headquarters.

Savings Strategy

The Savings Strategy will also require the Police to look at partnership and collaboration opportunities, and in 2016 the main focus will be how the States of Jersey Police can work more efficiently with the Island's Customs and Immigration Service. It will also require the Police to look at when it should charge for services, and whether there are opportunities to stop, reduce or outsource some Police activities.

Performance indicator

- Cost of Police Services per 1,000 population.

Day-to-day demand for the Police

During a typical week:

- 62 999 calls are received.
- 236 incidents are recorded.
- 55 crimes are recorded.
- Officers deal with:
 - 4 grave and criminal assaults
 - 3 sexual assaults
 - 6 domestic assaults
 - 13 common assaults
 - 1 cruelty/neglect of a child
 - 12 thefts
 - 3 dwelling break and entries
 - 11 offences against property
- 51 persons are held in Custody.
- 77 sex and violent offenders are actively managed.
- 44 child protection notifications, and 12 adult protection notifications are processed.
- Firearms officers attend 2 incidents.
- Receive 44 suspicious activity reports from financial institutions.
- Deal with 33 anti-social behaviour incidents.
- Respond to 8 missing person reports.
- Carry out 90 stop-checks.
- Attend 25 road traffic collisions of which 7 result in injury.
- Respond to 21 concern for welfare / mental health incidents.
- Deal with 78 road traffic offences, 14 licensing and disorder offences and give 96 'words of advice' to members of the public.

States of Jersey Police - Plans for 2016

Ref	Objective	Key deliverables	Milestone dates	Resources allocated	Expected benefits
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3.4 Transform and modernise the Organisation

3.4.1 Technology Investment and Upgrades

3.4.1.1	Infrastructure	(a) Scope replacement of the Force Storage Area Network (SAN) and present report and recommendations to the Senior Management Board. (b) Deploy Windows 10 to all Force workstations, and continue to upgrade server and hardware operating systems to ensure these remain supported by the software vendors.	Q2, 2016	Head of IT Head of IT	Maintain Police Secure Network (PSN) accreditation status, allowing SOJP to connect to National Police systems.
3.4.1.2	Core Systems	(a) Review the existing Command and Control IT system and develop a report for consideration by the Senior Management Board concerning the options and cost / benefits of any required upgrade or replacement . (b) Enhance the existing Case Management System (View point): - Enable automated Hi- Tech Crime submissions - Enable greater sharing of Hi- Tech Crime information	Q2, 2016 Q3, 2016	Head of IT Head of IT	This is a core Police system that is outdated and needs investment. More transparency in workload and caseload progress for Hi- Tech Crime Unit work. More efficient working practices.
3.4.1.3	Mobile Technology	Progress proposals to introduce Mobile Technology to SOJP (subject to the allocation of funding from the Public Sector Reform Fund): (a) Establish effective project governance. (b) Identify and engage a dedicated project team (using in- house and external resources). (c) Develop a detailed Mobile Technology project plan. (d) Engage external developers (subject to procurement processes). (e) Deliver the approved project plan.	2016 - 2017 Key dates to be determined by specific project plan	Contract Project Manager Project Team Public Sector Reform funding	(1) Increased Police Officer contact time with the public. (2) Reduced operating costs. (3) Improved job satisfaction. (4) Improved Police Officer safety. (5) Supports new HQ build.
3.4.1.4	CCTV Capability	Complete CCTV expansion project by the end of 2016.	Q4, 2016	Head of IT	(1) Expanded coverage of town centre area, to the same standard as those cameras replaced in 2014/15. (2) Utilise wireless and other technology to enhance capability without increasing revenue cost of providing the system.
3.4.1.5	Management Information	Enhance availability of statistical data stored on Police systems, automating reports where appropriate.	Q2, 2016	Head of IT Performance Manager	Improve the amount and availability of statistical data available for management decisions and to support intelligence- led policing.

Ref	Objectiv	Key deliverables	Milestone dates	Resources allocated	Expected benefits
3.4.2 Implement SOJP Savings					
3.4.2.1	Culture, Capability, Reporting and Governance	<p>(a) Following agreed changes to the Operating Model and Organisational Structure, review existing financial metrics, indicators and reports to improve understanding of the cost of Police operations, activities, transactions and processes. Make recommendations to the Senior Management Board.</p> <p>(b) Following agreed changes to the Operating Model and Organisational Structure, review existing Performance Management Board structure, content, reporting and focus. Make recommendations to the Senior Management Board.</p> <p>(c) Review the need to introduce a Finance Committee and present recommendations to the Senior Management Board.</p> <p>(d) Develop and introduce training that looks to embed a culture of financial prudence and helps Managers to better understand the cost drivers for their operations.</p>	<p>Q3, 2016</p> <p>Q3, 2016</p> <p>Q1, 2016</p> <p>Q2, 2016</p>	<p>HA Finance Director / Performance Manager</p> <p>Performance Manager</p> <p>HA Finance Director / Performance Manager</p> <p>HA Finance Director / Performance Manager</p>	<p>Develop a clearer understanding of the cost of Police operations, activities and transactions.</p> <p>Ensure the performance framework remains focused and relevant.</p> <p>Potential benefits include: (i) Improved financial control, scrutiny and transparency (ii) Increased accountability for all budget holders</p> <p>Identify opportunities for further efficiencies and savings.</p>
3.4.2.2	New Operating Model	<p>(a) Develop plans and delivery timetables to support the implementation of the new Operating Model.</p> <p>(b) Implement THRIVE - THRIVE has been in development by UK Forces for almost two years and is based on the concept of assessing calls for service and subsequent incident grading according to: Threat, Harm, Risk, Investigation, Vulnerability and Opportunities for Engagement. .</p> <p>(c) Create a Communications Centre - The Communications Centre will include the following functions: - Command and Control - Call Assessment and Management - Dispatch - Enquiry Desk, Crime Recording and Crime Management - Desktop investigations - Appointments</p> <p>(D) Develop proposals and costs to support an integrated Command and Control capability for the Police and Fire Services within the new HQ.</p>	<p>Q1, 2016</p> <p>Q3, 2016</p> <p>Q3, 2016</p> <p>Q2, 2016</p>	<p>Deputy Chief Officer (RB)</p> <p>Deputy Chief Officer (RB)</p> <p>Deputy Chief Officer (RB)</p> <p>Deputy Chief Officer (RB)</p>	<p>A more effective and efficient Police Service that reflects 21st Century Community priorities, needs and crime profiles.</p> <p>Call handlers will be empowered to decide the outcome of the for service based on their knowledge, experience, and application of THRIVE and consideration of the Principles and Force Values.</p> <ul style="list-style-type: none"> • THRIVE will enhance and improve how the SOJP deal with calls for service by ensuring that we have the people with the right skills in the right place at the right time. • Incident grading and response will be victim focused by making an assessment of the needs of the caller and the circumstances of the incident. <p>By investing in technology, simplifying our processes and training in the THRIVE principles, the Communications Centre will deliver the listed functions in the most efficient and effective way. Officers and staff will be trained in all functions in order to make best use of resources and will be empowered to resolve situations at the earliest opportunity either by phone or identifying the best physical response.</p> <p>Efficient use of resources.</p>

Ref	Objective	Key deliverables	Milestone dates	Resources allocated	Expected benefits
3.4.2.3	New Organisational Structure	<p>(a) Taking into account the requirements of the new Operating Model, review and adjust the existing structure and workforce allocations to frontline policing activities and requirements.</p> <p>(b) Review operational and business support services using: - Service redesign using Lean methodology - Stop, Reduce or Outsource (SRO) principles The level of service required from each function will be assessed and the cost savings from reducing the service level will be identified.</p> <p>(c) Review existing management and supervisory structures and ratios across the Force, and develop implementation plans as required.</p>	<p>Q1, 2016</p> <p>Q3, 2016</p> <p>Q3, 2016</p>	<p>Deputy Chief Officer (RB)</p> <p>Deputy Chief Officer (RB)</p> <p>Deputy Chief Officer (RB)</p>	A more efficient, effective and affordable Police Force that has appropriate supervisory structures and staffing levels to meet 21st Century policing challenges, trends and demand.
3.4.2.4	People Strategies	<p>(a) Review current manpower controls within SOJP and ensure that all workforce changes that have a financial impact are approved by the Senior Management Board prior to implementation.</p> <p>(b) Develop and implement plans to support and help managers to deliver high performance from individuals and teams across the Force.</p>	<p>Q1, 2016</p> <p>Q4, 2016</p>	<p>Human Resources Manager</p> <p>Human Resources Manager</p>	<p>Ensure tight controls and approvals are in place to manage workforce costs.</p> <p>Improve individual and team performance.</p>
3.4.2.5	Charging for services	<p>a) Review the current method of charging and distribution of service in respect of Collision Investigation work.</p> <p>b) Review the current charging framework for the supply of Vehicle Escorts to users of oversized vehicles in Jersey.</p> <p>c) Continue to pursue legislation which allows SOJP to charge for some service delivery, particularly the delivery of policing to commercial events.</p>	<p>Q2, 2016</p> <p>Q2, 2016</p> <p>Q4, 2016</p>	<p>Ch Insp Operations</p> <p>Ch Insp Operations</p> <p>Deputy Chief Officer Supt Operations Ch Insp Operations</p>	<p>The current charging structure is outdated and does not reflect current costs.</p> <p>The ability to recover costs is increasingly necessary when policing commercial profit making events. At present the cost of policing comes from within normal operating budgets with some events costing in the region of £20k to deliver.</p>
3.4.2.6	Collaboration and partnerships	<p>(a) Explore and progress opportunities for closer working arrangements (premises and shift patterns) between Ports (Special Branch) Officers and Jersey Customs and Immigration Service (JCIS).</p> <p>(b) Explore and progress any opportunity for closer working arrangements (intelligence and covert assets) between SOJP and JCIS.</p> <p>(c) Implement a Memorandum of Understanding between SOJP and the Fire and Rescue Service in relation to responsibilities for the investigation of fire scenes.</p>	<p>Q2, 2016</p> <p>Q2, 2016</p> <p>Q1, 2016</p>	<p>Det Ch Insp Intelligence Det Insp Force Intelligence Bureau</p> <p>Det Ch Insp Intelligence Det Insp Force Intelligence Bureau</p> <p>Scientific Services Manager</p>	<p>(1) Enhanced coverage at higher risk / demand times and locations. (2) Improved officer (SOJP and JCIS) safety. (3) More cost effective use of premises. (4) More efficient research capability.</p> <p>(1) More cost effective and efficient intelligence functions. (2) Remove unnecessary duplication of technical assets. (3) Increased joint experience and expertise in use of assets (human and technical).</p> <p>Clearer expectations around investigation of fire scenes in terms of what types of incident should be attended and how they should be forensically investigated to obtain best evidence.</p>

Ref	Objective	Key deliverables	Milestone dates	Resources allocated	Expected benefits
3.4.3 Operational Savings and Efficiencies					
3.4.3.1	Surveillance improvements	(a) Centralise applications, authorities and reviews for surveillance practices and processes. (b) Enhance specific point-of-contact capabilities in respect of technical expertise more widely throughout SOJP.	Q2, 2016 Q2, 2016	Det Ch Insp Intelligence Det Insp Force Intelligence Bureau	(1) Less time in the office for frontline operatives. (2) Improved consistency and quality of applications. (3) Improved turnaround times. (4) Improved opportunity for specialist development and best practice. (5) Reduced risk in 'life-at-risk' situations. (6) Improved performance in terms of public service and more efficient and effective deployment of resources.
3.4.3.2	Civil disclosure framework	Develop a civil disclosure framework to standardise disclosure requirements and remove ambiguity both internally and with external agencies.	Q3, 2016	Head of Criminal Justice Unit	(1) Improve consistency and efficiency both internally and with external agencies. (2) Facilitate revenue generation opportunities for third party disclosures.
3.4.3.3	Criminal Justice improvements	Review and develop the Viscount's Liaison Officer role.	Q1, 2016	Head of Criminal Justice Unit	Increase resilience to provide support to the Viscount's Department.
3.4.3.4	Scientific Service improvements	(a) Identify and implement a more efficient manpower model for Crime Scene Investigation (CSI) and Hi-Tech Crime Unit (HTCU) functions. (b) Use existing documentation from UK Forces as a basis to produce equivalent Quality Standards and Standard Operating Procedures for implementation in the the new Police Headquarters.	Q1, 2016 Q4, 2016	Scientific Services Manager Scientific Services Manager	More flexible working and multi skilled workforce. Unified processes used to ensure rigorous quality standards are met and maintained. Enhanced audit trails for all aspects of Scientific Services work.
3.4.3.5	Lean reviews	Undertake the following Lean reviews, ensuring each has measurable benefits of either improved quality, service, efficiency or cost reduction. (a) Three Lean reviews to be completed from within Uniformed Operations Directorate, at the direction of Supt Ops. (b) Three Lean reviews to be completed from within Crime Services Directorate, at the direction of Supt Crime Services. (c) Complete a Lean review of the current operating processes for the High-Tech Crime Unit. (d) Two Lean reviews to be completed from within Criminal Justice department, at the direction of the Head of Criminal Justice. (e) Four Force-wide Lean reviews to be completed by the Programme Office at the direction of the Corporate Development Director.	Q4, 2016 Q4, 2016 Q4, 2016 Q4, 2016	Supt Ops Supt Crime Services Scientific Services Manager Head of Criminal Justice Unit Project Officer	Improved effectiveness, service, efficiency and cost reduction.

Ref	Objective	Key deliverables	Milestone dates	Resources allocated	Expected benefits
		(f) A single Lean review is to be completed from each of the following areas: - ICT team - Facilities team - Vetting & Barrering unit - Training team	Q4, 2016	Head of IT Head of Facilities Head of Info Management Training Inspector	
3.4.3.6	Cost reductions	(a) Renegotiate CCTV WAN contract, replacing existing circuits with newer cheaper technology. (b) Replace landline ISDN with SIP (VOIP) technology once provision is available in Jersey.	Q4, 2016 Q4, 2016	Head of IT Head of IT	Enable future financial savings targets to be achieved.

3.4.4 Preparing for a New Police Headquarters

3.4.4.1	New Police Headquarters	(a) Fit out and occupy La Collette Storage. (b) Topping out of new building (Rue du Fort). (c) Develop plans for the exit/disposal of Rouge Bouillon. (d) Develop plans for physical relocation to new HQ. (e) Procure fixtures, fittings and essential items. (f) Relocate IT Infrastructure and equipment (phased). (g) Trial Custody practices and processes. (h) Fit out and trial Force Control Room. (i) Practical completion of new building.	Q1, 2016 Q1, 2016 Q2, 2016 Q2, 2016 Q2-Q3, 2016 Q3-Q4, 2016 Q4, 2016 Q4, 2016 Q4, 2016	Deputy Chief Officer (BT) and Head of Facilities	New Police Headquarters: - Keep within budget and delivery timescale - Maintain anticipated timescales for vacating Rouge Bouillon sites
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3.4.5 Information Security and Information Management

3.4.5.1	Protective Marking & Security Classifications	Embed the internal use of Government Security Classifications; Utilise Boldon-James Classifier across all information networks.	Q1, 2016	Information Security Officer	(1) Improved Information Security. (2) Enabler for structured and secure information sharing. (3) Required for continued connectivity to the Public Service Network (PSN).
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3.4.6 Support States of Jersey Programme of Public Sector Reform

3.4.6.1	e-Gov	Where appropriate, support SOJP to migrate customer-facing process to online forms.	Q1-Q4, 2016	Head of IT	More efficient and streamlined processes.
3.4.6.2	Workforce modernisation reforms	Support the on-going programme of workforce modernisation across the States of Jersey.	Q1-Q4, 2016	Human Resources Manager	As required.

4. Resources

4.1 2016 Budget Allocation

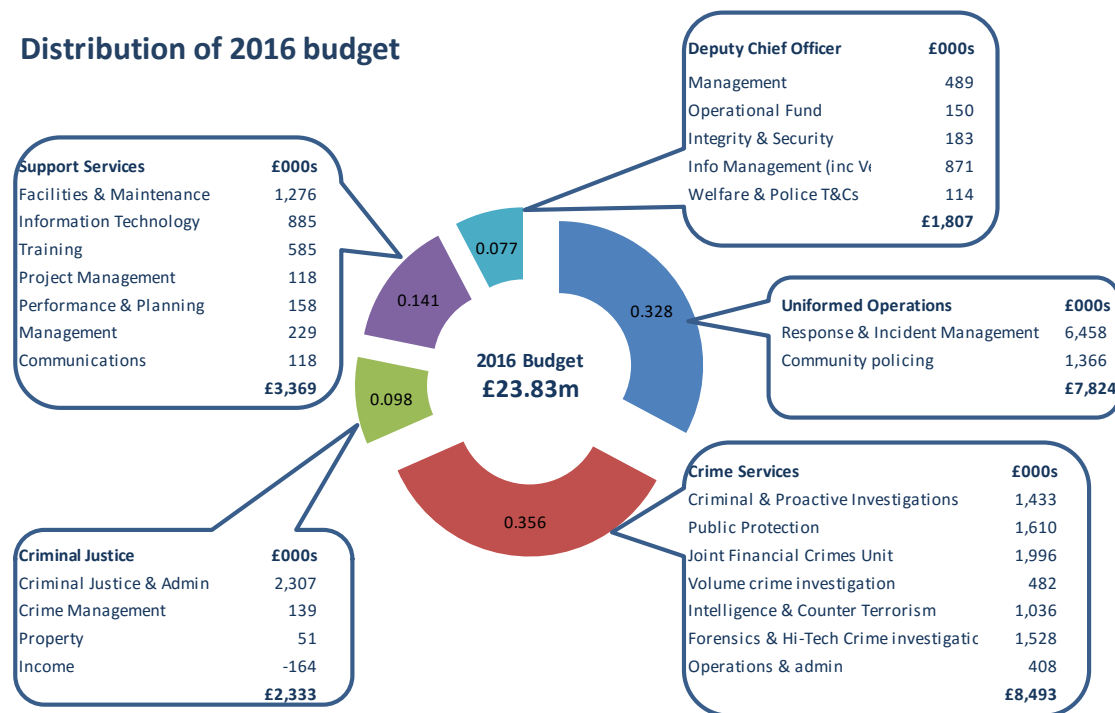
The 2016 budget allocation for the States of Jersey Police is set at £23.826m. This reflects a 1.2% reduction on 2015's budget.

Similar to previous years, the majority of the budget is allocated towards staff costs (87%), leaving a balance of £3.0m (13%) as a general revenue budget. In addition to covering facilities costs, non-staffing costs also cover the payment of Forensic Medical Examiners, legal advice, IT costs as well as the general development of the Police Force.

Whilst the new Police Headquarters building costs are being met separately, an additional transition expense of £95k has been allocated in 2016.

Included in the budget is an income of £164k reflecting payment for services provided.

Distribution of 2016 budget



Police Officers		Non-uniformed Employees	
ACPO	2	Grade 13-15	3
Superintendent	2	Grade 9-12	48.3
Chief inspector	4	Grade 6-8	42.3
Inspector	13	Grades 4-5	12.5
Sergeant	41.5	Manual Workers	9
Constable	158.5		
Total	221		115.1
Total Establishment 336.1			
(full time equivalent officers and staff)			

4.2 Human Resources

In 2016 the States of Jersey Police will have a funded establishment of 336.1 Full Time Equivalent (FTE) officers and staff. The ratio of two-thirds (221 FTE) Police Officers to one-third (115.1 FTE) civilian staff, enables the States of Jersey Police to maintain effective levels of 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 fewer people. However, it requires greater emphasis on training and staff flexibility.