

# THE DEPARTMENT FOR COMMUNITY AND CONSTITUTIONAL AFFAIRS

## BUSINESS PLAN 2016 – 2019

*This business plan will be updated as required*

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## FOREWARD BY THE CHIEF OFFICER, COMMUNITY & CONSTITUTIONAL AFFAIRS

The Department aims to help create a safe, just and fairer society. Public safety requires that we maintain a high standard of front line services. This can be achieved while also improving efficiency through service redesign and targeted investments.

During 2017, the Department continued to explore a number of initiatives and opportunities for structural change and service redesign. We have continued to deliver the public sector reform programme using Lean techniques and by redesigning services. This has achieved around £345,000 savings in 2017 in addition to maintaining the savings achieved in 2015 and 2016.

The Department delivers many essential front line services whilst also furthering the States of Jersey's goals to:

- maintain a safe and just society;
- promote health and social wellbeing for the whole community, providing prompt services for all and protecting the interests of the frail and vulnerable;
- champion a proper supply of housing of all types, promote affordability, improving housing standards and build strong communities;
- promote sporting, leisure and cultural activities that enrich Islanders lives;
- promote Jersey's positive international identity.

I am grateful to my colleagues across the Department for their continued hard work and professionalism, and am confident that we will all continue to serve the people of Jersey to the best of our ability in future years.

***Tom Walker***

***Chief Officer, Community & Constitutional Affairs***

## WHO WE ARE

### Background

The Department for Community and Constitutional Affairs (CCA) is a department that formally came into existence on 01 January 2016. The aim is to bring together all services previously under the Home Affairs Department with some functions of the Chief Minister's Department, Minister for Housing and Minister for Health & Social Services. The merger means that one department (CCA) now supports a number of Ministers:

- Minister for Home Affairs
- Assistant Minister for Home Affairs
- Chief Minister (for Constitutional and Judicial Policy)
- Assistant Chief Minister (for Social Policy)
- Minister for Housing (for Housing Policy)
- Minister for Health & Social Services (for Public Health Policy)

### Purpose

The Department for Community and Constitutional Affairs (CCA) aims to improve the quality of life of everyone living in Jersey by helping create a safe, just and fairer society.

### Responsibilities

The Department is responsible for the following public services:

- States of Jersey Police;
- States of Jersey Prison Service (HM Prison La Moye);
- Jersey Fire and Rescue Service;

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- Jersey Customs and Immigration Service;
  - Jersey Field Squadron (Jersey's Army Reserves Unit);
  - Ordinance disposal and Explosives licencing;
  - Approval of shooting clubs and registration of firearms dealers;
  - Emergency Planning;
  - Office of the Superintendent Registrar;
  - Strategic Public Health.

The Department is responsible for policy support to Ministers in the following main areas:

- Home Affairs and Criminal Justice Policy;
- Building a Safer Society Strategy;
- Constitutional and Justice Policy (as detailed in States Assembly proposition number P.92/2013);
- Legislation Advisory Panel;
- Housing Policy and the Strategic Housing Unit;
- Social Policy;
- Medical Officer of Health and Public Health Policy;
- Children's Policy;
- Registered authority for the Jersey Vetting Bureau;
- Regulation of Care and Medical Professionals;
- Firearms Policy.

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The following arms-length functions are supported by the Department:

- Jersey Police Authority and the Independent Custody Visitors;
- Jersey Police Complaints Authority;
- Independent Prison Monitoring Board;
- Criminal Injuries Compensation Board;
- Jersey Law Commission;
- Charities Commissioner;
- Children's Commissioner
- Care Commission;
- Safeguarding Partnership Boards;
- Community Relations Trust;
- Cadet Corps.

The formation of CCA came about with the intention of increasing efficiency, effectiveness and flexibility – helping to align policy and delivery across a range of complementary areas, for example, bringing social, justice and housing policy closer, supporting joint working between Ministers.

As can be seen from the above, CCA covers a broad spectrum of responsibilities.

In the context of CCA responsibilities, Ministers are responsible for the following areas:

Minister for Home Affairs:

- States of Jersey Prison Service
- Jersey Field Squadron
- States of Jersey Police
- Ordinance Disposal

- Explosives Licencing
- CCA Executive for Home Affairs & Home Affairs Services Policy, Criminal Justice Policy

Assistant Minister for Home Affairs (delegated responsibility):

- Jersey Customs and Immigration Service
- Jersey Fire and Rescue Service
- Office of the Superintendent Registrar
- Firearms

Chief Minister:

- Constitutional and Justice Policy
- Brexit
- Emergency Planning
- Legislation Advisory Panel
- Safeguarding Partnership Boards

Assistant Chief Minister (delegated responsibility):

- Social Policy

Minister for Housing:

- Strategic Housing Unit for Housing Policy

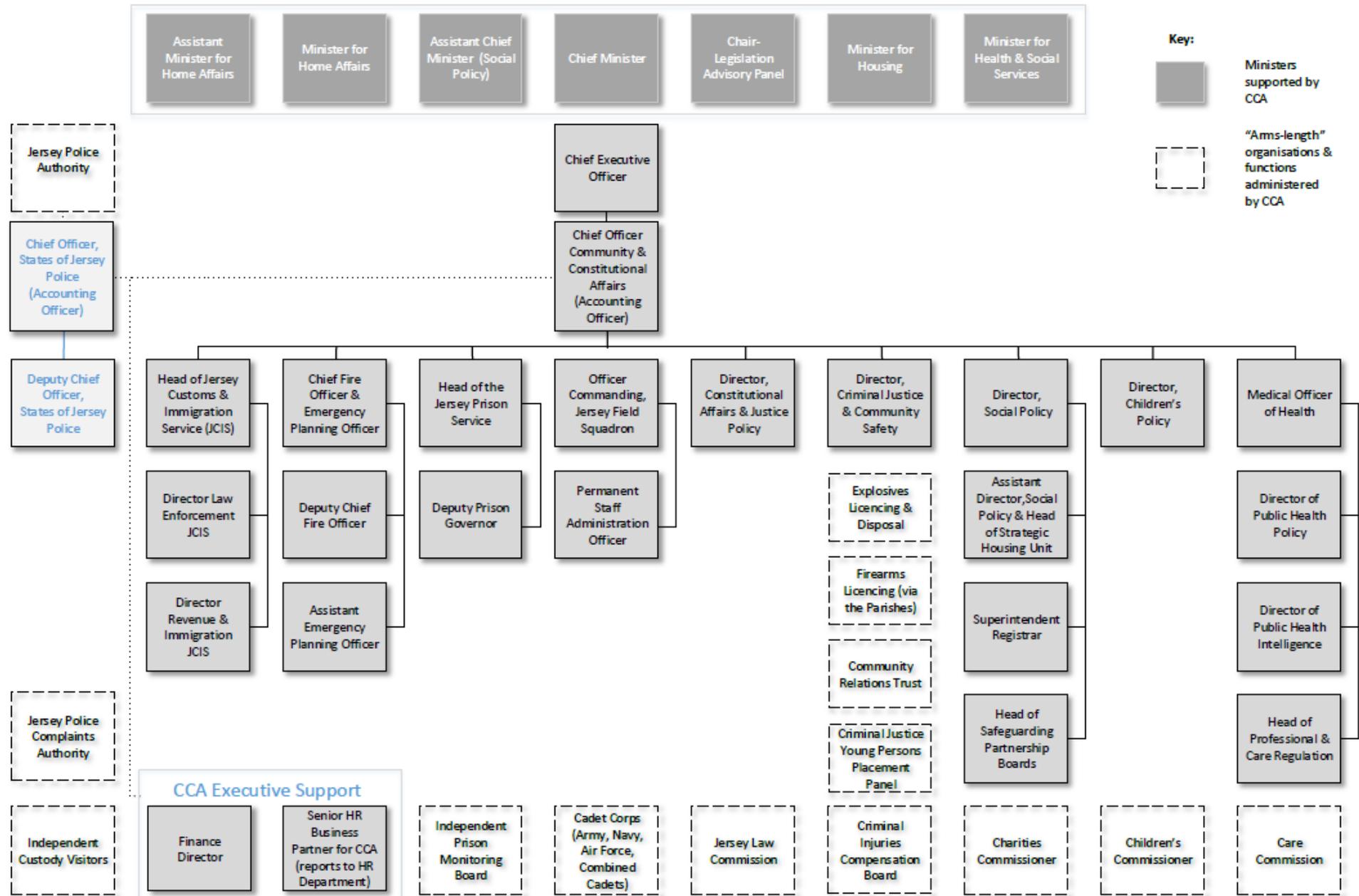
Minister for Health & Social Services:

- Public Health Policy
- Public Health Intelligence
- Professional & Care Regulation

For 2018, the Department for Community & Constitutional Affairs has a complement of **713.5** Baseline Full Time Equivalent staff (as stated in the MTFP Annexe). This includes the States of Jersey Police. This FTE figure does not necessarily reflect actual staff numbers in post, which may be a lower figure.

The staff are organised to support Ministers and to deliver services as follows:

Department for Community and Constitutional Affairs - Outline Organisation Chart 2017



## WHAT WE DO

Because of the number of diverse departments and functions that come under the 'umbrella' of the Community & Constitutional Affairs Department, multiple services are provided. At a high level, these principal functions include:

### **All Community & Constitutional Affairs Departments**

CCA are organised to carry out a broad range of activities, targeted at achieving the CCA business aim, which is:

***To improve the quality of life of everyone living in Jersey by helping create a safe, just and fairer society***

These activities are performed across the various CCA departments and arms-length entities (those supported by CCA). These departments/entities publish separate detailed business plans and reports which describe departmental functions and measure performance. Examples are:

Department	Publication	Location
States of Jersey Police	Various Force publications	<a href="https://jersey.police.uk/accessing-information/force-publications/">https://jersey.police.uk/accessing-information/force-publications/</a>
Jersey Police Authority	SoJP Annual Performance Reports Policing Plan	<a href="https://jerseypoliceauthority.je/our-publications/">https://jerseypoliceauthority.je/our-publications/</a>
Jersey Police Complaints Authority	Annual Report	<a href="https://statesassembly.gov.je">https://statesassembly.gov.je</a> (use search function)
Jersey Fire & Rescue Service	Integrated Risk Management Plan (IRMP)	<a href="https://www.gov.je/md/MDAttachments/Home%20Affairs/Decisions%20in%202016/mdha20160062rpt.pdf">https://www.gov.je/md/MDAttachments/Home%20Affairs/Decisions%20in%202016/mdha20160062rpt.pdf</a>
Jersey Fire & Rescue Service	Annual Reviews	<a href="https://statesassembly.gov.je">https://statesassembly.gov.je</a> (use search function)
Jersey Customs & Immigration Service	Annual Reports	<a href="https://statesassembly.gov.je">https://statesassembly.gov.je</a> (use search function)
States of Jersey Prison Service	Annual Reports	<a href="https://statesassembly.gov.je">https://statesassembly.gov.je</a> (use search function)
Building a Safer Society (BaSS)	Annual Reports	<a href="https://statesassembly.gov.je">https://statesassembly.gov.je</a> (use search function)
Safeguarding Partnership Board	Annual Reports Policies & Strategies	<a href="https://safeguarding.je/#">https://safeguarding.je/#</a>
Jersey Charity Commission	Various (only established 2018)	<a href="https://charitycommissioner.je/">https://charitycommissioner.je/</a>
Jersey Law Commission	Annual Reports	<a href="https://jerseylawcommission.org/annual-reports/">https://jerseylawcommission.org/annual-reports/</a>

Department	Publication	Location
Jersey Children's Commissioner	Various (only established 2018)	<a href="https://www.gov.je/Government/Departments/HomeAffairs/pages/childrenscommissionerforjersey.aspx">https://www.gov.je/Government/Departments/HomeAffairs/pages/childrenscommissionerforjersey.aspx</a>
Jersey Community Relations Trust	Annual Reports	<a href="http://www.jerseycommunityrelations.org/About-Us/">http://www.jerseycommunityrelations.org/About-Us/</a>

**Support, contribute to and comply with States of Jersey corporate strategies and policies, including:**

- Strategic Plan, Financial Directives, Budgets (including MTFP), HR and Information Technology
- States of Jersey Code of Conduct – code of conduct for employees
- States of Jersey Employment Board – adherence to States of Jersey Employment law codes of practice
- States of Jersey Modernisation - (Public Sector Reform, to include Jersey Lean System, eGovt, Culture, Workforce Modernisation, Office Modernisation)
- Environmental Improvement – promote Eco-Active States initiatives
- Health & Safety - adopt corporate standards for H&S management as per the current States of Jersey Corporate Health and Safety Strategy and Action Plan
- Data Protection – adherence to the States of Jersey Data Protection Policy which provides compliance with the provisions of the Data Protection (Jersey) Law 2018 when processing personal data
- Security – adherence to the States of Jersey Security Policy Framework, which includes Information Security and reference to Risk Management
- Freedom of Information - provide appropriate responses to Freedom of Information requests

**Support the implementation of States of Jersey General Strategies**

The Department also supports the coordinated implementation of the following strategies:

- Food and Nutrition Strategy 2017-2022 (R.85/2017) (July 2017)
- Disability Strategy (R.57/2017) (May 2017)
- Tobacco Strategy 2017-2022 (R.129/2016) (Dec 2016)
- Building a Safer Society: Community Safety and Substance Misuse Strategy 2016-2019 (R.111/2016) (Oct 2016)
- Housing Strategy (R.29/2016) (March 2016)
- Domestic Abuse Strategy 2016-2019, Safeguarding Partnership Board (Nov 2016)
- Child Sexual Exploitation Strategy 2014-2016, Safeguarding Partnership Board (March 2014)

### Support the Priorities and/or Strategic Goals set out in the current States of Jersey Strategic Plan

In 2018-2019, the Department will continue to undertake a number of significant projects in support of the current States of Jersey Strategic Plan. This project portfolio is continuously under review.

### Change Projects, updated for 2018-2019

Current projects are listed below. Unless otherwise stated, these projects will be delivered from within existing resources.

Projects	Start Year	Council Priority	Strategic Goal
Coordinate response to Independent Jersey Care Inquiry and support implementation of recommendations <i>(see note 1)</i>	2017	Improve Health and Wellbeing	1,2,3
Ensure effective response to Brexit, particularly in relation to borders, rights of nationals and criminal justice <i>(see note 2)</i>	2017		1
Develop and implement new Building a Safer Society Strategy	2016	Improve Health and Wellbeing Improve St Helier	1,2
Develop and embed 1,001 Critical Days Agenda <i>(see note 1)</i>	2015	Improve Health and Wellbeing Improve Education Sustainable Public Finances	1,2,3,5,6,11
Develop and implement the new Housing Strategy Framework, including measures to improve supply, standards, occupation, and neighbourhoods	2015	Improve Health and Wellbeing Improve St Helier	1,3,4,9

Projects	Start Year	Council Priority	Strategic Goal
		Optimise Economic Growth	
Introduce regulatory framework for social housing	2015	Improve Health and Wellbeing Improve St Helier	2,4
Develop and implement a Food and Nutrition Strategy <i>(see note 1)</i>	2014	Improve Health and Wellbeing	1,2
Develop and implement a Tobacco Strategy	2016	Improve Health and Wellbeing	1,2
Develop new Property Law. Amendments to the Immoveable Property Law to allow for shared-equity purchase schemes.	2015		3, 4
Develop a Disability Strategy <i>(see note 1)</i>	2015	Improve Health and Wellbeing	1,2,3
Develop and introduce Charities Law, including an independent Commissioner <i>(see note 1)</i>	2013		1,2,3
Support development of Independent Care Commission and associated legislation <i>(see note 1)</i>	2012	Improve Health and Wellbeing	1,2
Develop agreed legislative changes regarding same sex marriage and divorce reform	2014		1
Sexual Offences Law update	2016		1, 2
Develop gender based and domestic violence strategies, including extension of appropriate conventions	2016	Improve Health and Wellbeing	1,2
Develop new hate crime and public order legislation	2017		1,2

Projects	Start Year	Council Priority	Strategic Goal
Implement extension of Safeguarding Vulnerable Groups Act to Jersey	2016	Improve Health and Wellbeing	1,2
Develop legal framework to address parking on private land	2015	Improve St Helier	1,4,10
Develop Judicial and Legal Services Commission White Paper	2013		1
Deliver Final Report of Access to Justice Review, including a review of legal aid <i>(see note 1)</i>	2014		1
Support the development of a new Criminal Procedures Law and Bail Law <i>(see note 1)</i>	2014		1
Implement Criminal Justice Young Person's Placement Panel Regulations	2014	Improve Health and Wellbeing	2
Implement States of Jersey Police Force Law 2012 amendments and subordinate legislation	2016		1
Update and extend Immigration Laws and British Nationality Acts	2015		1,8
Update Police Complaints Law	2017		1
Introduce new armed forces offences and jurisdiction law and secondary legislation	2015		1
Develop and introduce a new Civil Contingencies Law to replace the existing Emergency Powers and Planning (Jersey) Law	2017		1
Develop draft fireworks regulations	2017		1

Projects	Start Year	Council Priority	Strategic Goal
Develop an action plan to address any matters raised in HMIP inspection of La Moye Prison	2017		1
Continue to re-develop the Prison estate, including progressing the next phase of the Prison gatehouse project ( <i>see note 1</i> )	2018	Sustainable Public Finances	11
Deliver savings and other initiatives in support of the Public Sector Reform programme, including the projects below	2017 ongoing	Sustainable Public Finances	11
SoJP - Savings enabled by Mobile Technology Project	2017	Sustainable Public Finances	11
Police Authority - realignment of budget	2017	Sustainable Public Finances	11
Emergency Planning - Reorganisation of function	2017	Sustainable Public Finances	11
JCIS Service Redesign	2017	Sustainable Public Finances	11
JFRS new Operating Model	2017	Sustainable Public Finances	11
Efficiency savings programme 2016 to 2019 (all Services including SoJP)	2016	Sustainable Public Finances	11
SoJP reduction in support functions and review of some front line services	2017	Sustainable Public Finances	11
Criminal Injuries Compensation Board - Cease payments to Members	2017	Sustainable Public Finances	11
Introduce charges for explosives licences	2017	Sustainable Public Finances	11
Superintendent Registrar self-financing by 2019	2017	Sustainable Public Finances	11

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Projects	Start Year	Council Priority	Strategic Goal
JFRS - Increase in charges for some commercial services (including Fire Certification)	2017	Sustainable Public Finances	11

*Note 1**This project will not be delivered from within existing CCA resources**Note 2**This project will be delivered from within existing CCA resource with the assistance of additional temporary resource*

## **OUR VALUES**

### **Customer focused**

We are here to:

- serve the public
- develop services to meet customer's needs efficiently
- provide value for money

### **Constantly improving**

We always aim to be better, challenge habits and learn from mistakes.

### **Better together**

We work across boundaries and departments to deliver a better future for Jersey.

### **Always respectful**

We care about people as individuals and always treat them with respect.

### **We deliver**

We will always:

- take responsibility
- act responsibly
- do what we say

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## HIGH-LEVEL SUMMARY OF CCA AIMS & OBJECTIVES

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### AIM

**To improve the quality of life of everyone living in Jersey by helping create a safe, just and fairer society**

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### OBJECTIVES

This represents a high level view of the main CCA departmental objectives.

For further detail of initiatives/objectives planned by CCA's Operational Services, please see the individual Departmental Business Plans, Delivery Plans or Action Plans.

**CCA OPERATIONAL/FRONT LINE SERVICE OBJECTIVES**

<b>OBJECTIVE</b>	<b>DELIVERY</b>	<b>ALIGNMENT (GOALS &amp; PRIORITIES)</b>
<p><b>To secure the capacity and capability required to deliver and sustain effective services for the purpose of protecting the public and providing a safe and caring community</b></p>	<ul style="list-style-type: none"> <li>▪ The maintenance of an adequate and efficient Police Force for the Island as prescribed by the States of Jersey Police Force Law 2012.</li> <li>▪ The maintenance of an adequate and efficient Fire and Rescue Service for the Island as prescribed by the Fire and Rescue Service (Jersey) Law, 2011.</li> <li>▪ The maintenance of an adequate and efficient Customs and Immigration Service for the Island as prescribed by the Customs and Excise (Jersey) Law, 1999 and the Immigration (Jersey) Order, 1993.</li> <li>▪ The maintenance of an adequate and efficient Prison Service for the Island as prescribed by the Prison (Jersey) Law, 1957 and the Criminal Justice (Young Offenders)(Jersey) Law, 1994.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Maintain a safe and just society</li> </ul>
<p><b>Provide a Police Service which will work in partnership to:</b></p> <ul style="list-style-type: none"> <li>▪ be visible and responsive</li> <li>▪ protect our communities from harm</li> <li>▪ bring offenders to justice</li> <li>▪ enhance trust and confidence</li> <li>▪ improve value for money</li> <li>▪ Invest for the future</li> </ul>	<ul style="list-style-type: none"> <li>▪ Delivery of the performance targets set out in the current States of Jersey Police Annual Policing Plan</li> </ul>	<ul style="list-style-type: none"> <li>▪ Maintain a safe and just society</li> </ul>
<p><b>Provide a Fire and Rescue Service which will work in partnership to:</b></p>	<ul style="list-style-type: none"> <li>▪ Delivery of performance targets set out in the current States of Jersey Fire and Rescue Service</li> </ul>	<ul style="list-style-type: none"> <li>▪ Maintain a safe and just society</li> </ul>

OBJECTIVE	DELIVERY	ALIGNMENT (GOALS & PRIORITIES)
<ul style="list-style-type: none"> <li>▪ eliminate preventable fire casualties.</li> <li>▪ reduce the effect of fire.</li> <li>▪ respond effectively to emergency calls.</li> <li>▪ assist in safeguarding property and the environment.</li> </ul>	<p>Integrated Risk Management Plan (IRMP 2017-2020)</p>	
<p><b>Provide a Customs and Immigration Service which will work in partnership to:</b></p> <ul style="list-style-type: none"> <li>▪ protect Jersey from the threat of illegal immigration and the import/export of prohibited or restricted goods.</li> <li>▪ collect Customs and Excise duties, including import GST, while preventing loss of government revenue from fraud or evasion.</li> <li>▪ honour the Island's external Customs, Immigration, Passport and Nationality obligations.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Delivery of the performance targets set out in the current States of Jersey Customs and Immigration Annual Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>▪ Maintain a safe and just society</li> <li>▪ Promote Jersey's positive international identity</li> <li>▪ Sustainable Public Finances</li> <li>▪ Optimising Economic Growth</li> </ul>
<p><b>Provide a Prison Service which will work in partnership to:</b></p> <ul style="list-style-type: none"> <li>▪ keep in custody those persons committed to the Prison by the Courts in a safe, decent and healthy environment.</li> <li>▪ reduce re-offending by providing constructive regimes for prison inmates, which address offending behaviour and improve educational and work skills.</li> <li>▪ contribute to Multi Agency Risk Assessment forums to help manage those persons that are considered to be a risk to the general public</li> </ul>	<ul style="list-style-type: none"> <li>▪ Delivery of the performance targets set out in the current States of Jersey Prison Service Annual Business Plan</li> </ul>	<ul style="list-style-type: none"> <li>▪ Maintain a safe and just society</li> </ul>

OBJECTIVE	DELIVERY	ALIGNMENT (GOALS & PRIORITIES)
<p><b>To maintain Jersey's Defence contribution to the United Kingdom</b></p>	<ul style="list-style-type: none"> <li>▪ Recruit, retain and engage in line with objectives defined under OP FORTIFY*</li> <li>▪ A Royal Engineer Squadron prepared to deliver individual reinforcements or a formed group to support UK Operations at home and abroad</li> <li>▪ A fully formed Squadron in line with Future Reserves 2020 &amp; Army 2020 project establishment</li> </ul> <p>* OP FORTIFY is the Operational name given to establishing Army Reserve Numbers to 30,000 Personnel</p>	<ul style="list-style-type: none"> <li>▪ Maintain a safe and just society</li> </ul>
<p><b>To maintain and preserve a register of all births, marriages, civil partnerships, adoptions and deaths in Jersey</b></p>	<ul style="list-style-type: none"> <li>• A register of all births, marriages, civil partnerships, adoptions and deaths in Jersey is maintained.</li> </ul>	

**CCA POLICY & EXECUTIVE SERVICE OBJECTIVES**

<b>OBJECTIVE</b>	<b>DELIVERY</b>	<b>ALIGNMENT (GOALS &amp; PRIORITIES)</b>
<b>To provide Central Policy guidance to support Ministers in all CCA areas of responsibility</b>	<ul style="list-style-type: none"> <li>• Consistent delivery of policy direction to Ministers aligned to the appropriate States of Jersey Strategic Plan goals and priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain a safe and just society</li> <li>• Promote health and social wellbeing for the whole community, providing prompt services for all and protecting the interests of the frail and the vulnerable</li> <li>• Help people in Jersey achieve and maintain financial independence and safeguard the most vulnerable in our community</li> <li>• Champion a proper supply of housing of all types, promote affordability, improve housing standards and build strong communities</li> </ul>
<b>To support arms-length entities in an appropriate manner</b>	<ul style="list-style-type: none"> <li>• provide appropriate support and governance to enable objectives to be achieved</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain a safe and just society</li> <li>• Help people in Jersey achieve and maintain financial independence and safeguard the most vulnerable in our community</li> </ul>
<b>To ensure that staff and resources are managed so as to deliver high standards of performance and provide value for money.</b>	<ul style="list-style-type: none"> <li>• Financial balance achieved and total budget and spend profile consistent with forecast.</li> <li>• Costs of each defined service area and relevant overheads identified, so that meaningful comparisons can be made year to year and with other jurisdictions.</li> <li>• Management costs minimised to ensure maximum resources are directed to front line services.</li> <li>• Adequate financial provision is made in the SoJ Medium and Long Term Financial Plans in order to meet CCA requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• Look after Jersey's finances and assets, ensuring responsible use of public funds</li> <li>• Sustainable Public Finances</li> </ul>

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OBJECTIVE	DELIVERY	ALIGNMENT (GOALS & PRIORITIES)
	<ul style="list-style-type: none"><li>• Explicit link between budget prioritisation process and SoJ Strategic Plan Priorities are demonstrated.</li><li>• Provide appropriate training and development to staff to help them achieve their full potential.</li></ul>	

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## RESOURCES

Please refer to the States of Jersey Medium Term Financial Plan 2016 – 2019 (as amended) and The Medium Term Financial Plan Addition 2017 to 2019 (as amended):

The current Medium Term Financial Plan 2016 to 2019 'part 1' (as amended):

- supports the priorities agreed in the States of Jersey Strategic Plan 2015 to 2018
- outlines the total annual income and spending from 2016 to 2019
- has detailed department spending for 2016

The Medium Term Financial Plan Addition 2017 to 2019 (as amended):

- supports the priorities agreed in the States of Jersey Strategic Plan 2015 to 2018
- approved detailed department spending for 2017 to 2019
- includes revised financial forecasts for 2016 to 2019
- includes the Council of Ministers proposals to balance budgets by 2019

<https://www.gov.je/government/planningperformance/strategicplanning/pages/statesannualbusinessplan.aspx>

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