



# Home Affairs Business Plan 2014

**CONTENTS**

FOREWORD BY THE MINISTER FOR HOME AFFAIRS ..... 2

SECTION 1 ..... 3

INTRODUCTION BY THE CHIEF OFFICER, HOME AFFAIRS ..... 3

INTRODUCTION BY THE CHIEF OFFICER, STATES OF JERSEY POLICE..... 4

WHO WE ARE ..... 5

WHAT WE DO ..... 6

OUR VALUES.....12

SECTION 2A – SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA.....13

SECTION 2B – KEY OBJECTIVES, KEY PERFORMANCE INDICATORS, KEY RISKS.....17

SECTION 3 – RESOURCES.....33

SECTION 4 - KEY PROJECTS AND ISSUES IN 2014 .....34

**FOREWORD BY THE MINISTER FOR HOME AFFAIRS**

I am pleased to present the Home Affairs Department's Business Plan for 2014. I believe it provides a fair summary of the services which Home Affairs delivers and our objectives for next year.

Some remarkable trends in 2012 continued into 2013, most notably a further fall in the crime rate, especially in youth crime. Early intervention and crime prevention policies and effective joint working are now bearing fruit. The welcome change in the pattern of use of illegal drugs has continued, particularly a reduction in the use of heroin, but there has been a substantial rise in drugs being bought via the internet and in the use of new, synthetic drugs.

During 2013, in line with my declared priorities, the Department put into effect key legislation introduced last year. The Repatriation of Prisoners Law is in active use and we moved to the new policy of unrestricted prisoner transfers to England and Wales. The amendment to the Fire Precautions Law is raising the safety standards in houses of multiple occupancy. Under the States of Jersey Police Force Law, a Police Authority has been established and will be fully constituted by the end of January 2014. The new Police Headquarters finally achieved planning permission for construction on the Green Street site and I look forward to detailed design work taking place in 2014 and the project then going out to tender.

Having delivered the 2011-2013 programme of Comprehensive Spending Review savings, the Department continues work to ensure that these are sustainable. Some savings projects are necessarily ambitious, and it was always the case that they would take longer to fully deliver the anticipated savings. However, the Department has made an early start on prisoner repatriations with transfers at the end of 2013 to Holland and Poland. The pace should increase in 2014 as the 17 prisoners awaiting deportation can have their cases reviewed at an earlier stage in their sentence owing to the provisions of the Council of Europe Convention. I remain confident that, in 2014, the public will not suffer any significant reductions in service provision, particularly amongst our uniformed, front-line services.

The Department continues to make progress on implementing changes in the way that young offenders are dealt with in relation to custody. This was a high priority in 2013 and we were able to achieve a final draft of a new Young Offenders Law by the end of the year. Following a period of consultation, I am aiming to lodge this important new law before the summer recess. During the course of 2014, I will also expect to see the Jersey Police Authority putting its responsibilities into effect; take the States of Jersey Police Force Law subordinate legislation forward; and take to the Assembly the new Explosives Law.

I am very fortunate to have such a strong and professional leadership team at Home Affairs, supported by well-trained and motivated staff. Working with this team and the Assistant Minister, Senator Lyndon Farnham, I look forward to delivering the Department's 2014 Annual Business Plan.

**Senator Ian Le Marquand**  
**Minister for Home Affairs**

**SECTION 1****INTRODUCTION BY THE CHIEF OFFICER, HOME AFFAIRS**

Home Affairs' core function is that of helping to ensure the safety of our community. Whether that entails catching and prosecuting criminals; intercepting illegal goods; preventing deaths and injuries from fire; or managing prisoners, the public can feel confident that our uniformed frontline officers are providing first-rate services. Of course it is essential that front-line officers have the assistance necessary to enable them to do their jobs and I believe Home Affairs has a quality team of support officers. Whether in human resources, finance, information services or administration, all officers within Home Affairs have a vital role to play.

Over the period 2010 to 2012, the Department identified budgetary savings totally £3.632M equating to around 8% of the running cost budget. Savings of this magnitude were hard won and called for innovative thought on the part of operational services in order to make sustainable savings. Inevitably, some savings measures are taking longer to implement, especially where it has been necessary to change legislation. Consequently, the Department has found compensatory savings in the short-run or, through prudent budgetary management, has created the conditions whereby funds can be carried forward to bridge a funding gap in 2014, and 2015 if necessary.

As well as managing our 'business as usual' on behalf of the public, 2014 holds some particular new challenges for us. The Repatriation of Prisoners (Jersey) Law 2012, in conjunction with the relevant Council of Europe convention, has enabled us to reduce prisoner numbers. By December 2013, there had been one repatriation to Holland and one to Poland. In addition, around 17 prisoners had been transferred back to England and Wales on unrestricted terms following the policy change. However, owing to prison closures in the UK, transfers have been halted and there is therefore a risk in 2014 that the reduction in numbers will not continue at the same pace. Following the excellent inspection by Her Majesty's Inspector of Prisons, we shall implement the follow-up action plan. In the Fire and Rescue Service, we shall bed-down the Modern Fire-Fighter Programme which is complementary to the States' Reform Programme. The Customs and Immigration Service will be getting used to working in a smaller office footprint, and will be advancing the Passport Printing Project with the other Crown Dependencies. The Jersey Field Squadron no longer has personnel deployed to operations, but will be putting its efforts into a major recruiting campaign as part of the new UK Reserve Forces. And civil registration services will hopefully become part of the e-government project and commence work on getting historical records available on-line to researchers.

The challenge for 2014 continues to be maintaining existing standards and service levels with a reduced budget whilst contributing to the States Reform Programme, but we are confident that we can continue to provide the public of Jersey with services they can be proud of.

**Steven Austin-Vautier**  
**Chief Officer Home Affairs**

**INTRODUCTION BY THE CHIEF OFFICER, STATES OF JERSEY POLICE**

The Home Affairs Business Plan provides a brief insight into States of Jersey Police's plans for the year ahead, which are set out in more detail in our published 2014 Policing Plan.

Our fundamental priority remains to support an Island where residents, businesses and visitors are safe and feel secure, and we have identified six key themes to achieve this:

- Being visible and responsive
- Protecting our communities from harm
- Bringing offenders to justice
- Enhancing trust and confidence
- Improving value for money
- Investing in the future

2013 saw a third successive year-on-year fall in the levels of recorded crime, making Jersey one of the safest places in which to live or visit. However there is no room for complacency and our 2014 Policing plan identifies the new initiatives and partnerships that we believe are central to supporting low levels of crime, as well as ensuring that we remain fully integrated with all parts of our community.

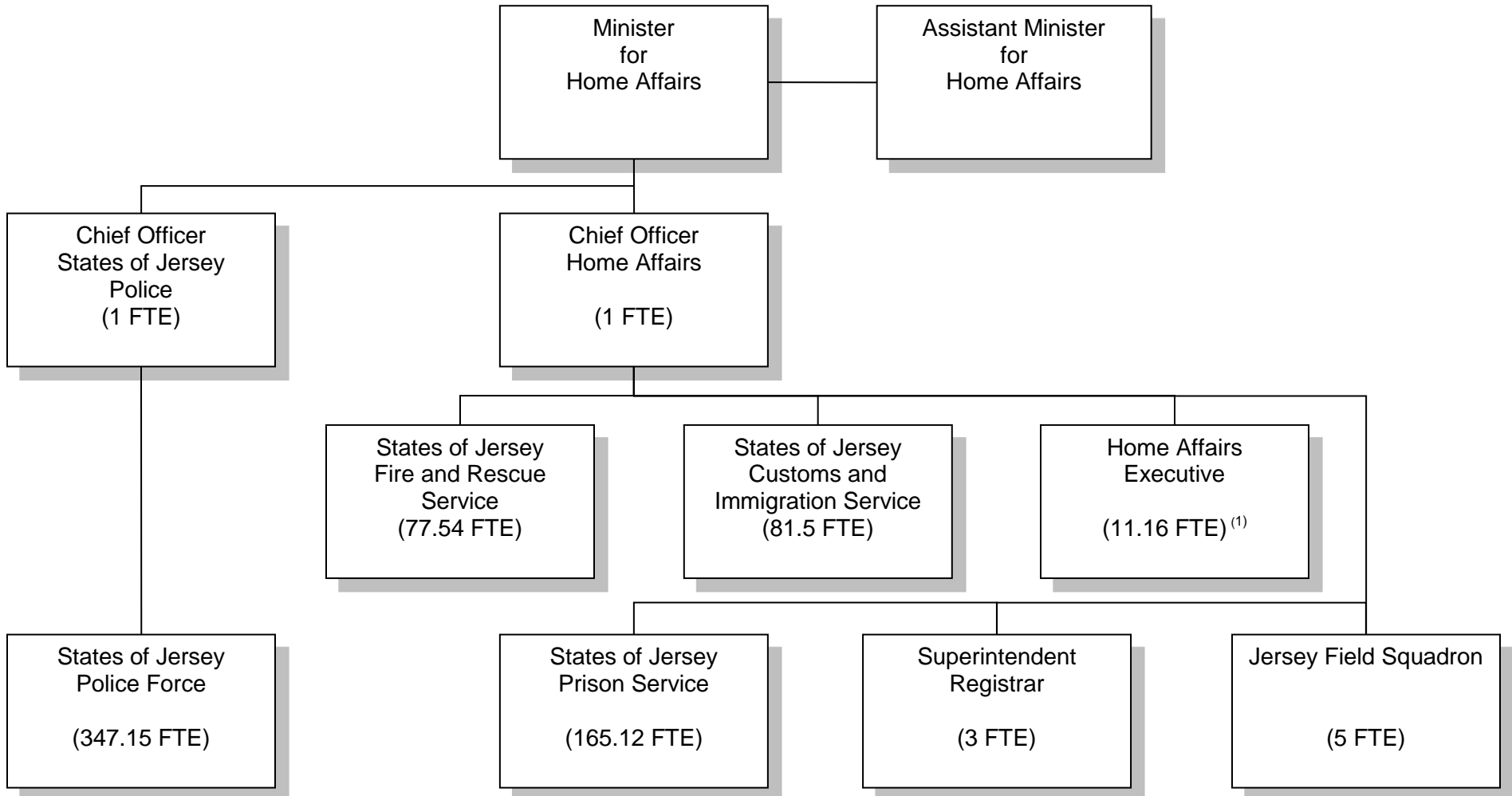
I am delighted that, in today's era of financial prudence, we have received approval to build a new Police Headquarters and construction is due to start in 2014. Whilst we have already delivered a number of efficiencies and financial savings, we can no longer expect to receive ever increasing budgets and we will continue to develop our people, improve systems and processes and challenge ways of working so that we can deliver efficient and effective policing services.

I hope you will take the time to read the 2014 Policing Plan. It will provide readers further insight into our plans to target those who commit crime, protect the vulnerable and provide a service that makes our community proud.

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

WHO WE ARE

The Home Affairs Department has a complement of 692.47 Authorised Full Time Equivalent staff organised to deliver services as follows (FTE figures do not necessarily reflect actual staff numbers in post which may be lower):



(1) Includes the following FTE:  
 o ' Building a Safer Society, Police Authority, Police Complaints Authority

## WHAT WE DO

Because of the number of diverse departments that come under the 'umbrella' of the Home Affairs Department, multiple services are provided. The principal functions include:

### All Home Affairs Departments

#### **Support, Contribute and Comply with States strategies and policies**

- Financial Directives, Budgets (MTFP), HR and Information Technology
- States Modernisation - (eGovt, Jersey Lean System, Records Management, Workforce Modernisation)
- Environmental improvement - Eco-Active States

### States of Jersey Police

States of Jersey Police are organised around four key service areas -

#### **Operations**

- Provide call handling/ enquiry services and manage incidents requiring a police response.
- Provide reactive incident response and investigation services.
- Provide pro-active patrol, tasking and licensing services.
- Provide problem-solving interventions to address neighbourhood safety issues.
- Provide specialist dog support for search, firearms, drugs and public order policing.
- Provide pro-active and intelligence-led road safety enforcement policing.
- Develop and implement road safety education and awareness initiatives.
- Promote and advise on crime reduction initiatives.
- Plan the policing of major events, VIP visits and other large scale policing operations.
- Co-ordinate licensing visits and enforcement.
- Manage the rostering of Police personnel to ensure optimum availability of resources.

#### **Crime Services**

- Manage, analyse and disseminate intelligence to inform and direct policing activity.
- Protect the public from national security threats, especially terrorism and other extremist activity.
- Work locally and internationally to combat economic crime.
- Help protect vulnerable people against abuse, neglect and exploitation.
- Risk assess and manage potentially dangerous persons living in the community.
- Provide specialist investigation into serious and organised crime.
- Provide targeted specialist investigation into prolific offenders and street level drug dealers.
- Recover and manage forensic evidence in support of Police investigations.

#### **Criminal Justice Department**

- Provide a custodial service to ensure high standards of detainee welfare.
- Provide a prisoner transport and security service to the Courts.
- Quality review all prosecution files to ensure that evidence meets highest possible standards.
- Manage disclosure of evidence to Parish Hall Enquiries and the Courts.
- Prepare Royal Court Case files, Notices of Intended Prosecution and Pre Trial Reviews.
- Provide a witness and victim care service.
- Provide conviction history and other information required to sanction accused persons.

- Maintain a Firearms Registry in compliance with legislative requirements.
- Ensure that crime reports are recorded in accordance with Service and national standards.
- Manage the provision of foreign language interpreter and translation services.
- Provide secretarial, administration and transcription services.

### **Support Services**

- Maintain integrity standards by investigating public complaints and disciplinary issues
- Provide strategic and business planning services.
- Manage a programme of inspection, risk management and organisational change projects.
- Manage public and stakeholder consultation and quality of service surveys.
- Deal with media enquiries and raise public awareness of policing successes and issues.
- Measure and analyse performance data to inform operational policing.
- Plan, deliver and facilitate Police training.
- Support, maintain, develop and secure the Service's information technology, communications and CCTV systems/infrastructure.
- Provide a comprehensive vetting service to prevent unsuitable people from working or volunteering with vulnerable people and enable employers to meet regulatory standards.
- Ensure compliance with data protection, freedom of information and information security standards.
- Manage, maintain, secure and clean Police buildings and vehicles.
- Manage the procurement, storage and issue of equipment, clothing and stationery.
- Manage compliance with health and safety requirements.
- Work with the Jersey Police Authority (when established) as appropriate.

### **States of Jersey Fire and Rescue Service**

- Providing an effective fire-fighting capability to extinguish a wide range of different types of fires and to protect life and property in the event of fire.
- Providing an effective search and rescue capability to rescue people from road traffic accidents, non-road transport accidents, cliffs, building collapse, water courses, inshore waters and other dangerous places.
- Providing an effective hazardous material capability to decontaminate people by removing hazardous materials and to protect the environment by making safe spillages of chemical, biological, radiological and other hazardous materials.
- Providing assistance to other emergency services in the event of an emergency.
- Providing an effective humanitarian response capability to relieve suffering and distress to people and animals.
- Leading or contributing to the planning and preparation for an integrated response to wide scale emergencies or disasters.
- Leading or contributing to the multi-agency management and prevention of major incident risks.
- Preventing fires, other emergencies and associated loss through targeted community safety education and engagement programmes.
- Reducing the likelihood and impact of fires in designated, higher risk premises through a robust regulation and enforcement service.
- Investigate fires to determine the origin and cause of the fire or explosion.
- Regulating other, higher risk activities on behalf of the Minister such as the storage of petroleum and the importation of explosives.



- Providing professional advice to planning and building services to ensure an appropriate level of fire safety provision in new developments both commercial and residential.

### **States of Jersey Customs and Immigration Service**

- Countering the smuggling of prohibited, restricted and dutiable goods by the effective control of passengers and goods.
- Preventing illegal immigration by maintaining border controls on persons arriving from outside of the Common Travel Area (UK, Republic of Ireland, Guernsey and the Isle of Man).
- Collecting and accounting for Customs and Excise duties, including import GST.
- Investigating fully all offences against the Customs and Immigration Laws.
- Preparing case files for HM Attorney General for the prosecution of major offences.
- Maintaining an intelligence resource to detect serious organised criminality targeted against the Customs or Immigration controls.
- Investigating drug financial crime and seizing the assets of drug traffickers, in partnership with the States of Jersey Police.
- Administering the import and export licensing regimes for applicable goods.
- Ensuring compliance with European Union rules on the commercial movement of goods
- Issuing British passports and managing the naturalisation of foreign nationals as British citizens.
- Arranging the deportation of foreign nationals where the Lieutenant-Governor deems their presence not conducive to the public good .
- Authorising entry clearance visas for persons wishing to travel to Jersey
- Issuing work permits to qualifying foreign nationals.

### **States of Jersey Prison Service**

- Protecting the public by keeping in custody those persons committed to the Prison by the Courts in a safe, decent and healthy environment.
- Reducing re-offending by providing constructive regimes for prison inmates, which address offending behaviour and which improve educational and work skills.
- Supporting offenders' positive relationships with their families in order to assist their successful return to the community.
- Contributing to Multi Agency Risk Assessment forums to help manage those persons that are considered to be a risk to the general public.
- Working In partnership with the Law Enforcement Agencies, protect the general public by assisting in the prosecution of offenders through the sharing of intelligence

### **Home Affairs Executive**

- Acting as a policy unit and central secretariat for all Home Affairs Department business.
- Providing financial management and HR services to all Home Affairs Departments, including the States of Jersey Police.

- Administration of non-core services on behalf of the Department (the Jersey Police Authority; the Jersey Police Complaints Authority; the Explosives Licensing Officer; the Explosives Ordnance Disposal Officer; the Criminal Injuries Compensation Scheme).
- Lead on community safety aspects of the States of Jersey Strategic Plan 2012 (Vision - a safe and caring community; Priorities - promote family and community values; Reform government and the public sector).

**Jersey Field Squadron**

- Maintain Jersey's Defence contribution to the UK.
- Conform to the Inter-governmental Agreement (IGA).
- Continue to support Regular Army as directed by the Ministry of Defence chain of command.
- Be prepared to assist in training and operations in support of 43 Wessex Brigade Civil Contingency Reaction Forces (CCRF) in Jersey.

**Superintendent Registrar**

- Ensuring that every birth, death, marriage, civil partnership, still birth and adoption that occurs in Jersey is correctly and accurately registered.
- Issuing licences for all marriages, (except those celebrated by the Church of England), and issuing licences for all civil partnerships.
- Conducting civil marriages and civil partnerships in both the Register Office and Approved Premises.
- Maintaining and preserving the records of all births, deaths, marriages that have occurred in the Island since 1842 and all civil partnerships since 2012, and provide the general public with access to, and if required, certified copies of, those records.

**Legislation****Legislation that is the responsibility of the Minister for Home Affairs and setting out the Department's statutory responsibilities**

- Crime (Disorderly Conduct and Harassment) (Jersey) Law, 2008
- Crime (Transnational Organised Crime) (Jersey) Law, 2008
- Criminal Justice (Young Offenders) (Jersey) Law, 1994
- Criminal Justice (International Co-operation) (Jersey) Law, 2001
- Customs and Excise (Jersey) Law 1999
- Explosives (Jersey) Law 1970
- Fire Precautions (Jersey) Law 1977
- Fire and Rescue Service (Jersey) Law 2011
- Firearms (Jersey) Law 2000
- Marriage and Civil Status (Jersey) Law 2001
- Petroleum-Spirit (Carriage by Road) (Jersey) Regulations 2001
- Petroleum (Jersey) Law 1984 and subordinate Orders
- Police (Complaints and Discipline) (Jersey) Law 1999
- Police Force (Jersey) Law 1974 and States of Jersey Police Force Law, 2012 ( some articles of which came into force in 2013)
- Police Procedures and Criminal Evidence (Jersey) Law 2003
- Prison (Jersey) Law 1957
- Prison (Jersey) Rules 2007
- Regulation of Investigatory Powers (Jersey) Law 2005
- Repatriation of Prisoners (Jersey) Law 2012
- Sex Offenders (Jersey) Law, 2010 and subordinate Orders (Travel Notification Requirements and Prescribed Jurisdictions)
- Sexual Offences (Jersey) Law, 2007
- Terrorism (Jersey) Law, 2002

Legislation that is not the responsibility of the Minister for Home Affairs, but impacts on Home Affairs

- Adoption (Jersey) Law 1961
- British Nationality Act 1981
- Children (Jersey) Law, 2002
- Civil Asset Recovery (International Co-operation) (Jersey) Law, 2007.
- Civil Partnership (Jersey) Law 2012
- Crime and Security (Jersey) Law, 2003
- Drug Trafficking Offences (Jersey) Law 1988
- Gender Recognition (Jersey) Law, 2010
- Goods and Services Tax (Jersey) Law 2007
- Hague Convention of 5<sup>th</sup> October 1961
- Honorary Police Force (Jersey) Law, 1974 (upon the bringing into force of the relevant Articles of the States of Jersey Police Force Law, 2012)
- Immigration Act 1971, as amended, and extended to Jersey by the Immigration (Jersey) Order 1993
- Legitimacy (Jersey) Law 1973
- Misuse of Drugs (Jersey) Law 1978
- Money Laundering and Weapons Development (Directions) (Jersey) Law 2012
- Proceeds of Crime (Jersey) Law 1999
- Protection of Children (Jersey) Law, 1994
- Recognition of Divorces and Legal Separations (Jersey) Law 1973
- Road Traffic (Jersey) Law 1956 (although the Minister for Home Affairs provides policy direction in relation to those aspects of the law that concern testing for 'drink or drug driving')
- Trade Marks (Jersey) Law 2000

**Proposed law drafting programme for 2014**

<b>Description</b>	<b>Drafting Instructions Due</b>
Fireworks Regulations	2 <sup>nd</sup> Quarter
Criminal Justice (Young Offenders) (Jersey) Law 1994 (Amendment)	Submitted
Rehabilitation of Offenders (Exceptions) (Jersey) Regulations 2002	Submitted
Export Control Order	Submitted
States of Jersey Police Force Law 2012 subordinate legislation	1st Quarter
PPCE Code amendments	TBA

**OUR VALUES**

We put the customer at the heart of everything we do.

We take pride in delivering an effective public service for Jersey.

We relentlessly drive out waste and inefficiency.

We will always be fair and honest and act with integrity.

We constantly look for ways to improve what we do and are flexible and open to change.

We will achieve success in all we do by working together.

**SECTION 2A – SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA**

These objectives are published in the Annex to the States of Jersey Medium Term Financial Plan 2013 – 2015 (as amended).

**AIM**

---

**To provide for a safe, just and equitable society, thus improving people's quality of life.**

---

**OBJECTIVES**

*Note: Since the publication of the Medium Term Financial Plan 2013 – 2015, the alignment of the Department's objectives to the Strategic Plan References (Vision & Priorities) have been refined.*

---

**Objective 1: 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**

**Success criteria:**

- (i) The maintenance of an adequate and efficient Police Force for the Island as prescribed by the Police Force (Jersey) Law, 1974, as amended, which is to be superseded in due course by the States of Jersey Police Force Law 2012, some Articles of which are already in force.
- (ii) 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.
- (iii) 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.
- (iv) The maintenance of an adequate and efficient Prison Service for the Island as prescribed by the Prison (Jersey) Law, 1957.

***Strategic Plan Vision: A safe and caring community; Protecting our environment***

***Strategic Plan Priorities: Manage population growth & migration; Promote family & community values; Reform government & the public sector***

---

**Objective 2: Underpin the vision of a safe and caring community by providing:**

**(a) a Police Service which will work in partnership to:**

- provide visible, responsive community policing.
- protect our community from harm.
- bring offenders to justice.
- build public trust and confidence.

**(b) a Fire and Rescue Service which will work in partnership to:**

- eliminate preventable fire casualties.
- reduce the effect of fire.

- respond effectively to emergency calls.
- assist in safeguarding property and the environment.

**(c) a Customs and Immigration Service which will work in partnership to:**

- protect Jersey from the threat of illegal immigration and the import/export of prohibited or restricted goods.
- collect Customs and Excise duties, including import GST, while preventing loss of government revenue from fraud or evasion.
- honour the Island's external Customs, Immigration, Passport and Nationality obligations.

**(d) a Prison Service which will work in partnership to:**

- keep in custody those persons committed to the Prison by the Courts in a safe, decent and healthy environment.
- reduce re-offending by providing constructive regimes for prison inmates, which address offending behaviour and improve educational and work skills.
- contribute to Multi Agency Risk Assessment forums to help manage those persons that are considered to be a risk to the general public.

**Success criteria:**

- (i) Delivery of the performance targets set out in the States of Jersey Police Annual Policing Plan for 2014.
- (ii) Delivery of performance targets set out in the current States of Jersey Fire and Rescue Service Integrated Risk Management Plan (IRMP).
- (iii) Delivery of the performance targets set out in the States of Jersey Customs and Immigration Annual Action Plan for 2014.
- (iv) Delivery of the performance targets set out in the States of Jersey Prison Service Annual Business Plan for 2014.

**Strategic Plan Vision: A safe and caring community; Protecting our environment**

**Strategic Plan Priorities: Manage population growth & migration; Promote family & community values; Reform government & the public sector**

**Objective 3: To ensure effective development and delivery of partnership arrangements to:**

- ensure that the Island is as resilient as possible to threats to its security and way of life.
- help people feel secure in their homes and local communities by driving down levels of crime, anti-social behaviour and disorder, vulnerability and harm.
- provide people with opportunities to develop their potential as lifelong learners and active and responsible members of society.
- support the efficient and effective delivery of justice.

**Success criteria:**

- (i) Reduced levels of recorded crime.
- (ii) Improved perception of public safety (Jersey Annual Social Survey).
- (iii) Reduced rates of re-offending behaviour.
- (iv) Reduced rates of fire and associated injury and loss.

***Strategic Plan Vision: A safe and caring community***

***Strategic Plan Priorities: Promote family & community values; Reform Health & Social Services; Reform government & the public sector***

---

**Objective 4: To maintain Jersey's Defence contribution to the United Kingdom**

***Success criteria:***

- (i) A Royal Engineer Squadron prepared to deliver individual reinforcements or a formed group to support UK Operations.

***Strategic Plan Vision: A safe and caring community***

***Strategic Plan Priorities: Promote family & community values***

---

**Objective 5: To maintain and preserve a register of all births, marriages, civil partnerships, adoptions and deaths in Jersey**

***Success criteria:***

- (i) A register of all births, marriages, civil partnerships, adoptions and deaths in Jersey is maintained.

***Strategic Plan Vision: A safe and caring community***

***Strategic Plan Priorities: Promote family & community values***

---

**Objective 6: To ensure that staff and resources are managed so as to deliver high standards of performance and provide value for money.**

***Success criteria:***

- (i) Financial balance achieved and total budget and spend profile consistent with forecast.
- (ii) Costs of each defined service area and relevant overheads identified, so that meaningful comparisons can be made year to year and with other jurisdictions.
- (iii) Management costs minimised to ensure maximum resources are directed to front line services whilst ensuring that our public services are delivered in a way which is effective, fair and in keeping with the States' environmental and social objectives.
- (iv) Adequate financial provision is made in the Medium and Long Term Financial Plans to meet Home Affairs requirements in order to support the SoJ Strategic Plan.
- (v) Explicit link between budget prioritisation process and SoJ Strategic Plan Priorities demonstrated.
- (vi) Staff developed to help them achieve their full potential.
- (vii) All identified Comprehensive Spending Review savings are met and are sustainable.



- (viii) Provide appropriate training to staff in order to promote and adopt Lean ways of working throughout Home Affairs.

***Strategic Plan Vision: A safe and caring community; A strong and sustainable economy; Preparing for the future; Protecting the environment; A highly skilled and motivated workforce***

***Strategic Plan Priorities: Promote family and community values; Reform government and the public sector; Develop sustainable long term planning***

**SECTION 2B – KEY OBJECTIVES, KEY PERFORMANCE INDICATORS, KEY RISKS**

**Objective 1: 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**

**Success criteria:**

- (i) The maintenance of an adequate and efficient Police Force for the Island as prescribed by the Police Force (Jersey) Law, 1974, as amended, which is to be superseded in due course by the States of Jersey Police Force Law 2012, some Articles of which are already in force.
- (ii) 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.
- (iii) 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.
- (iv) The maintenance of an adequate and efficient Prison Service for the Island as prescribed by the Prison (Jersey) Law, 1957.

1. BP Ref	2. Activity	3. Key Performance Indicators	4. Target	5. Imp Year	6. Key Risk
1	Establish the new Jersey Police Authority and integrate alongside the States of Jersey Police	States of Jersey Police Force Law 2012, which incorporates the Police Authority provisions, is brought into force (pre-requisite to the establishment of the Police Authority)  Recruitment process for members is completed.	SoJP to be working with the Jersey Police Authority by the end of January 2014	2014	

1. BP Ref	2. Activity	3. Key Performance Indicators	4. Target	5. Imp Year	6. Key Risk
2	Secure the resource base necessary to meet demand on HA services	<p>Provide the Minister for Home Affairs with reports detailing:</p> <p>Current shortfalls against authorised strength and effective operational strength and the measures taken to maintain effective deployment of available resources</p> <p>Opportunities to increase resource capacity within the existing establishment</p> <p>Long term resource requirements deemed necessary to meet Service needs</p>	Any shortfalls fall within an acceptable percentage tolerance	2014	Capacity to sustain delivery of required service levels is, due to financial constraints, placed at risk and community safety and public confidence are compromised

1. BP Ref	2. Activity	3. Key Performance Indicators	4. Target	5. Imp Year	6. Key Risk
3	Implement programmes set out in the relevant 2014 Service Business Plans in order to make the best possible use of the resources allocated to each Service	Performance against allocated 2014 budget	Services perform within the relevant allocated budget for 2014	2014	<p>Efficiency improvements impaired by corporate commitment to non-core functions</p> <p>Services do not have the capacity or capability to implement process and service improvements quickly enough</p> <p>Workforce modernisation and process re-engineering hindered by corporate controls and processes</p> <p>Funding pressures, partly due to staff costs, impacting on the delivery of the Service Business Plans</p>

**Objective 2: Underpin the vision of a safe and caring community by providing:****(a) a Police Service which will work in partnership to:**

- provide visible, responsive community policing.
- protect our community from harm.
- bring offenders to justice.
- build public trust and confidence.

**(b) a Fire and Rescue Service which will work in partnership to:**

- eliminate preventable fire casualties.
- reduce the effect of fire.
- respond effectively to emergency calls.
- assist in safeguarding property and the environment.

**(c) a Customs and Immigration Service which will work in partnership to:**

- protect Jersey from the threat of illegal immigration and the import/export of prohibited or restricted goods.
- collect Customs and Excise duties, including import GST, while preventing loss of government revenue from fraud or evasion.
- honour the Island's external Customs, Immigration, Passport and Nationality obligations.

**(d) a Prison Service which will work in partnership to:**

- keep in custody those persons committed to the Prison by the Courts in a safe, decent and healthy environment.
- reduce re-offending by providing constructive regimes for prison inmates, which address offending behaviour and improve educational and work skills.
- contribute to Multi Agency Risk Assessment forums to help manage those persons that are considered to be a risk to the general public.

***Success criteria:***

- (i) Delivery of the performance targets set out in the States of Jersey Police Annual Policing Plan for 2014.
- (ii) Delivery of performance targets set out in the current States of Jersey Fire and Rescue Service Integrated Risk Management Plan (IRMP).
- (iii) Delivery of the performance targets set out in the States of Jersey Customs and Immigration Annual Action Plan for 2014.
- (iv) Delivery of the performance targets set out in the States of Jersey Prison Service Annual Business Plan for 2014.

1. BP Ref	2. Activity	3. Key Performance Indicators	4. Target	5. Imp Year	6. Key Risk
4	Implement the 2014 Policing Plan in order to help ensure Jersey is an Island where residents, businesses and visitors feel safe and secure	Total number of crimes per 1,000 population	Maintain a long term downward trend in the volume of crime committed in Jersey	2014	Economic, social and demographic change have adverse impact on crime levels
		% of total crime resulting in offender being brought to justice	Increase the number of offenders who are brought to justice	2014	Police resource capacity is not sufficient to deal with levels of demand
		Total number of burglaries per 1,000 population	Maintain a long term downward trend in the volume of burglary committed in Jersey	2014	A lack of requisite knowledge, skills and experience impairs service levels
		% of burglaries resulting in offender being brought to justice	Increase the proportion of burglaries resulting in detection	2014	Budgetary pressures enforce service reductions that compromise public confidence in Policing
		Total number of grave and criminal (G&C) assaults per 1,000 population	Maintain a long term downward trend in the volume of serious violence committed in Jersey	2014	Lack of joined up action to address the causes of crime, disorder and anti-social behaviour in Jersey places undue pressure on Police to deal with the consequences
		% of G&C assaults resulting in offender being brought to justice	Increase the proportion of grave and criminal assaults resulting in detection	2014	
		Number of road traffic collisions (RTCs) resulting in injury	Maintain a long term downward trend in the number of injury RTCs in Jersey	2014	
		Number of RTCs resulting in serious or fatal injury	Maintain a long term downward trend in the number of serious or fatal injury RTCs in Jersey	2014	
		% of people who consider their neighbourhood to be very/fairly safe	Maintain high public perceptions of community safety	2014	

1. BP Ref	2. Activity	3. Key Performance Indicators	4. Target	5. Imp Year	6. Key Risk
		% of people who agree SOJP do a good job of policing Jersey	Maintain high levels of public confidence in SOJP	2014	Success in cutting crime creates complacency regarding Jersey's levels of safety and security and the need for future investment
		% of crime victims who are satisfied with the service provided by SOJP	Maintain high levels satisfaction with service provided by the Police	2014	
		Number of assaults committed in the St Helier Night Time Economy (NTE)	Maintain a long term downward trend in the number of assaults committed in the St Helier NTE	2014	
5	Implement the 2014 projects and initiatives from the 2014-2015 Fire and Rescue Service Integrated Risk Management Plan aimed at reducing risk from and increasing resilience to fires and other emergencies.	Total no. of fires	Maintain a long term downward trend in the number of fires	2014	Resources and capacity are insufficient to address potential or increasing risk.
		No. of Primary Fires	Maintain a long term downward trend in the number of Primary Fires	2014	
		No. of accidental fires in dwellings	Maintain a long term downward trend in the number of accidental fires in dwellings	2014	Continuing economic uncertainty, relatively high unemployment and restricted domestic finances result in people not having time or capacity to consider and act upon fire safety messages whilst being more likely to engage in social and domestic activities that create fire risk.
		No. of people fatally injured as a result of fire	No people fatally injured as a result of fire	2014	
		No. of people suffering non-fatal injury as a result of fires in dwellings	Maintain a long term downward trend in the number of people non-fatally injured as a result of fires in dwellings	2014	

1. BP Ref	2. Activity	3. Key Performance Indicators	4. Target	5. Imp Year	6. Key Risk
		Percentage of dwelling fires attended where a smoke alarm was fitted, activated and alerted the occupants	Achieve and maintain a long term upward trend in the percentage of dwelling fires attended by the FRS where a smoke alarm activated and alerted the occupants as intended	2014	Challenging economic climate results in fire safety being a lower priority for building developers and owners.  FRS is not the lead Service / Department in relation to reduction of risk and incidence of emergencies in non-fire 'Special Service' incidents.
		No. of fires in public, commercial or industrial premises	Maintain a long term downward trend in the number of fires in public, commercial and industrial premises	2014	
		No. of deliberate fires	Maintain a long term downward trend in the number of deliberate fires in both dwelling and non-dwelling premises	2014	
		No. of 'Emergency Special Service' incidents	Maintain a long term downward trend in the number of 'Emergency Special Service' incidents requiring an FRS response	2014	
6	Significant disruption to the supply of illegal drugs in the Island maintained	Heroin street price in relation to the EU average	Price in Jersey remains significantly higher	2014	Ongoing staff shortages in the Customs & Immigration frontline teams could affect the
		Successful Customs investigation of commercial drugs importations	Sustain current performance	2014	



1. BP Ref	2. Activity	3. Key Performance Indicators	4. Target	5. Imp Year	6. Key Risk
		Total quantity of class A drugs seized by Customs	Average of last three years	2014	ability of the Service to maintain satisfactory disruption levels which would lead to increased availability of drugs in the Island.
7	Take measures to deport those offenders ordered to be deported.	% of deportation orders served by HE Lieutenant-Governor actioned.	100%	2014	An inefficient deportation process could lead to delays or insufficiently researched advice to HE The Lieutenant Governor. This could affect his decisions and result in legal challenges to the deportation orders.
8	The illegal movement of prohibited, restricted or dutiable goods and foreign persons is prevented	% of commercial foreign shipping and airline movements subject to Immigration control	100%	2014	Ongoing staff shortages in Customs & Immigration could affect the ability of the Service to meet targets. Not providing satisfactory immigration controls would result in critical scrutiny from our
		Number of smuggling and duty evasion attempts detected	Maintain current performance	2014	
		Number of illegal immigrants evading or circumventing Immigration controls	Zero	2014	
		Investigative casework subject to scrutiny and approval of Crown Officers	100% approved	2014	

1. BP Ref	2. Activity	3. Key Performance Indicators	4. Target	5. Imp Year	6. Key Risk
		Number of outbound cash controls	Increase current performance by 20%	2014	'Common Travel Area' partners. -The requirement to provide 100% immigration controls is sometimes only achievable at the cost of effective Customs controls. Unsatisfactory casework would stretch Law Officer resources and could even lead to cases being lost in court.
9	Implement the 2014 Prison Plan in order to make Jersey safer by keeping in custody those persons committed to the Prison by the Courts in a safe, decent and healthy environment and reducing re-offending by providing constructive regimes for prison inmates, which address offending behaviour and which improve educational and work skills.	The number of hours spent by prisoners on personal development (Learning and Skills)	280 x the daily average prisoner population	2014	The requirement to meet the CSR savings targets may result in the loss of personnel in key areas or a reduction in the level of resources applied to some aspects of the prison regime. This would impact on performance and may require targets to be reviewed and adjusted.
		The number of qualifications gained by prisoners (Learning and Skills)	6 x the daily average prisoner population	2014	
		The number of prisoners completing a drugs programme (RSMU)	92% of all prisoner registered on a drugs programme will complete	2014	
		The number of prisoners providing a negative drug test result (Security)	92% of all compliance tests undertaken	2014	
		The number of escapes from Prison (Security)	Zero	2014	
		The number of escapes from Prison custody outside of the Prison perimeter (Security)	Zero	2014	

1. BP Ref	2. Activity	3. Key Performance Indicators	4. Target	5. Imp Year	6. Key Risk
		The number of serious assaults committed by prisoners on Staff	Less than 3	2014	
		The number of serious assaults committed by prisoners on prisoners	Less than 5	2014	

**Objective 3: To ensure effective development and delivery of partnership arrangements to:**

- ensure that the Island is as resilient as possible to threats to its security and way of life.
- help people feel secure in their homes and local communities by driving down levels of crime, anti-social behaviour and disorder, vulnerability and harm.
- provide people with opportunities to develop their potential as lifelong learners and active and responsible members of society.
- support the efficient and effective delivery of justice.

**Success criteria:**

- (i) Reduced levels of recorded crime.
- (ii) Improved perception of public safety (Jersey Annual Social Survey).
- (iii) Reduced rates of re-offending behaviour.
- (iv) Reduced rates of fire and associated injury and loss.

1. BP Ref	2. Activity	3. Key Performance Indicators	4. Target	5. Imp Year	6. Key Risk
10	Continue to develop effective partnership arrangements.	Support the development of a Night Time Economy (NTE) strategy once the Alcohol & Licensing Strategy is agreed	Alcohol & Licensing Strategy agreed by COM	2014	Different approaches to the regulation of alcohol and the shape of the NTE leads to an impasse  Challenging financial climate results in less time for partnerships as people concentrate more on core business.  Job losses in the
		% of people who think anti-social behaviour is a particular problem in their neighbourhood	<31%	ongoing	
		% of people who consider their neighbourhood to be very/fairly safe	>87%	ongoing	
		Maintain Partnerships with community groups like Safer St Helier	Sustainable funding secured for Q-Safe Taxi Marshals	ongoing	

1. BP Ref	2. Activity	3. Key Performance Indicators	4. Target	5. Imp Year	6. Key Risk
		Numbers of Police i-log incidents at Weighbridge Taxi Rank	Sustain low numbers	ongoing	public and private sector impact upon the will and time to work together.  Insufficient funding levels
11	Adapting community safety arrangements to support the vision and priorities of the current States of Jersey Strategic Plan.	To be defined	Aim for improvements over 2013 in 2014 reported figures	2014	Insufficient funding levels
12	Implement further recommendations identified in the Criminal Justice Process Review	Efficiency savings across criminal justice agencies and partner organisations as identified by the review	Implement proposals (as identified and agreed post review) to improve efficiency	2014	Does not prove feasible to introduce further efficiencies as recommended without compromising the level of service offered

**Objective 4: To maintain Jersey's Defence contribution to the United Kingdom****Success criteria:**

- (i) A Royal Engineer Squadron prepared to deliver individual reinforcements or a formed group to support UK Operations.

1. BP Ref	2. Activity	3. Key Performance Indicators	4. Target	5. Imp Year	6. Key Risk
13	The Jersey Field Squadron is to recruit to desired manning levels and support the Regimental training programme in order to enable the Force Generation of Force Elements (FES) for Operations (Ops).	Detailed in Royal Monmouthshire Royal Engineers (Militia) Regimental Plan 2010/11	Achieve desired manning levels	ongoing	Lack of potential recruits.  Changes to the MoD Recruiting System (from March 2013) could impact on our ability to recruit locally and because of geographical location this may extend the time line it takes to train soldiers.
14	Recruit, train and retain personnel in order to deploy soldiers in support of UK Operations whilst continuing to develop the Squadron's role within the community and support of the Regiment	Detailed in Jersey Field Squadron RE (M) Mission & Tasks Dated 1 August 2011	Complete all identified tasks	ongoing	Less than 100% trained complement may impact on the Squadron's ability to fully meet obligations

**Objective 5: To maintain and preserve a register of all births, marriages, civil partnerships, adoptions and deaths in Jersey****Success criteria:**

- (i) A register of all births, marriages, civil partnerships, adoptions and deaths in Jersey is maintained.

1. BP Ref	2. Activity	3. Key Performance Indicators	4. Target	5. Imp Year	6. Key Risk
15	Maintain a register of all births, deaths, marriages, civil partnerships and adoptions	Accurate register maintained	100% registration	ongoing	

**Objective 6: To ensure that staff and resources are managed so as to deliver high standards of performance and provide value for money.**

**Success criteria:**

- (i) Financial balance achieved and total budget and spend profile consistent with forecast.
- (ii) Costs of each defined service area and relevant overheads identified, so that meaningful comparisons can be made year to year and with other jurisdictions.
- (iii) Management costs minimised to ensure maximum resources are directed to front line services whilst ensuring that our public services are delivered in a way which is effective, fair and in keeping with the States' environmental and social objectives.
- (iv) Adequate financial provision is made in the Medium and Long Term Financial Plans to meet Home Affairs requirements in order to support the SoJ Strategic Plan.
- (v) Explicit link between budget prioritisation process and SoJ Strategic Plan Priorities demonstrated.
- (vi) Staff developed to help them achieve their full potential.
- (vii) All identified Comprehensive Spending Review savings are met and are sustainable.
- (viii) Provide appropriate training to staff in order to promote and adopt Lean ways of working throughout Home Affairs.

1. BP Ref	2. Activity	3. Key Performance Indicators	4. Target	5. Imp Year	6. Key Risk
16	Deliver core services within 2014 cash limit	Quarterly Finance Report	Services delivered within allocated budget.	2014	Capacity to sustain delivery of required service levels within budget constraints is placed at risk and community safety and public confidence are compromised



1. BP Ref	2. Activity	3. Key Performance Indicators	4. Target	5. Imp Year	6. Key Risk
17	Manage and monitor the Home Affairs Departmental CSR savings as agreed for 2011 - 2013 to ensure targets are sustainable	Quarterly Finance Report	All 2011 - 2013 CSR savings sustained going forwards	2014	Initiatives due to deliver savings beyond the 2013 timescale, for which short-term alternatives have been identified, take longer than anticipated to deliver the necessary savings
18	Provide HA input to Medium and Long Term Financial Plans	Budget is made available in the medium and long term in order to fulfil all HA key objectives	Deliver all HA objectives within the allocated budget without compromising customer service	2014	Adequate funds are not made available due to SoJ budget constraints
19	Lean training	Appropriate staff trained in Lean, to facilitate the adoption of Lean process within Home Affairs	Representatives from all areas of Home Affairs trained to Yellow Belt standard	2014	Availability of staff with no backfill

**SECTION 3 – RESOURCES**

**Please refer to the Annex to the States of Jersey Medium Term Financial Plan 2013 – 2015 (as amended).**

**SECTION 4 - KEY PROJECTS AND ISSUES IN 2014****Home Affairs Executive (Ministerial priorities)**

- Continue to progress the provision of a new Police Headquarters.
- Within the Youth Justice Review, improve the arrangements for youth custody (in progress, well advanced).
- States of Jersey Police Force Law 2012 subordinate legislation.
- With other Crown dependencies, review the need for vetting and barring arrangements equivalent to those in the UK.
- Lodge for debate the Explosives (Jersey) Law, 201- (in progress, well advanced).
- Lodge for debate the Sex Offenders (Jersey) Law, 2010 amendments (2014 Law Drafting).
- Review Part 5 of the Police Procedures and Criminal Evidence (Jersey) Law, 2003 and amend appropriate Codes of Practice.
- Contribute further to the introduction of a new Licensing Law (by EDD).
- Amend the Rehabilitation of Offenders (Exceptions)(Jersey) Regulations, 2002 (2014 Law Drafting).
- Review the Licensed Premises (Exclusion of Certain Persons)(Jersey) Law, 1998.
- Complete the building occupancy rationalisation project, involving the relocation of HA, PMNW, Parish Registrars and Town Police Station
- Progress arrangements to provide an alternative to wheel clamping (2014 Law Drafting).
- In conjunction with Guernsey, make provision for the transfer of prisoners between the islands (Guernsey leading).
- Progress legislation to deal with offensive communications and the social media (2014 – Attorney General providing instructions).
- Commence drafting instructions for the Fireworks Regulations.
- Investigate application of the Reserve Forces (Safeguard of Employment) Act 1985, to Jersey (Social Security advising).
- Prepare for a major review of pay scales, increments and terms and conditions for the States of Jersey Police (States Employment Board leading).
- Review the disciplinary processes for officers of the States of Jersey Police (in progress, well advanced).

**States of Jersey Police**

- Implement action plans, detailed in the 2014 Policing Plan, based on the following themes:
  - Being visible and responsive
  - Protecting our communities from harm
  - Bringing offenders to justice
  - Enhancing trust and confidence
  - Improving value for money
  - Investing in the future.
- Make optimum use of the available resources to deliver the safety and security our community expects. In particular, the Force will:
  - Maintain a balanced budget.
  - Progress the construction of a new Police HQ

- Progress CCTV improvements.
- Implement recommendations arising from the Force review completed during 2013.
- Develop a Parish & Community policing strategy.
- Research and develop a strategy to address anti-social behaviour.
- Respond to changes in information management and freedom of information legislation.
- Review the trial of Body Worn Cameras for officers and implement if appropriate.
- Research and develop a crime prevention and reduction strategy.
- Undertake a review into the use of mobile data to support operational policing.
- Develop a social media strategy.
- Review our core IT systems

### **States of Jersey Fire and Rescue Service**

- Research and prepare a revised Prevention Strategy.
- Implement the new Fire Protection database and workflow management software.
- Review the Island Risk Profile and develop the next Integrated Risk Management Plan that ensures both Island and corporate risk are managed effectively.
- Engage with and seek opportunities from the programme of Public Sector Reform.
- Implement the Combined Control Centre (Fire) Action Plan.
- Develop a co-responding scheme with Ambulance Service colleagues.

### **States of Jersey Customs and Immigration Service**

- To participate fully in the ongoing programme of public sector reform.
- To agree and finalise with HM Passport Office the arrangements for the issuance of passports in order to achieve the most cost effective and efficient method of the continued production of the 'Jersey' variant British passport.
- To ensure appropriate succession planning following the appointment of the new Head of Service.
- To update existing local immigration legislation to ensure compatibility with equivalent UK legislation

### **States of Jersey Prison Service**

- Progress Phase 5 of the Prison Re-Development Plan – provision of an Engineering and Stores Facility.
- Introduce a prisoner programme to address domestic violence
- Complete the planning process for phase 6 of the Development Plan

### **Jersey Field Squadron**

- Recruit to desired manning levels.
- Implement recommendations from the Future Reserve Study 2020 report (FR20)

-----END OF DOCUMENT-----

