

2024 Business Plan – Justice & Home Affairs

Chief Officer: Kate Briden

Minister: Deputy Mary Le Hegarat
Assistant Minister: Constable Richard Vibert

This document is based on the JHA [Ministerial Plans 2024 to 27.pdf \(gov.je\)](#) (see pages 39 - 41) and as such provides a list of key objectives based on the government plan funding approved in December 2023. It also takes into account the impact on of any known changes in funding, on the scope of key objectives, at the time of publication.

Information on department purpose, context, structure and responsibilities is published at [Justice and Home Affairs \(gov.je\)](#).

Information on department finances and resources can be found in the Government Plan Annex: [Government plan](#)

Key Objectives for 2024

1. Recognise the unprecedented demands arising from the tragic major incidents in 2022 and 2023, ensure that our teams are supported through the recovery phase working with Customer & Local Services

We will do this using a Resilience & Recovery Programme framework to:

- provide overarching leadership, co-ordination and support for the ongoing recovery from the major incidents experienced in 2022 / 23 (Operations SPIRE, NECTAR and BARN)
- work on and plan to increase the resilience of the Island to respond to and recover from future major incidents, enhancing community and organisational confidence in the resilience of our Island services and infrastructure

We will also carry out wellbeing diagnostics across all Services, and using this, along with the strategic welling principles, create wellbeing plans for each Service to deliver against.

2. Ensure the States of Jersey Ambulance Service (SoJAS) is funded to enable its capacity to adequately meet pre-hospital care demand and to comply with modern, professional standards

We will do this by embedding Government Plan (GP) funding investment to:

- implement the future resourcing model for the Ambulance Service, further to the findings of the Association of Ambulance Chief Executives Review Report 2021 and the Demand and Capacity Review
- continue to recruit as part of the 2023/4 investment and organisational change program, including a new structure and ways of working. This includes 4fte Specialist Paramedics and 1fte Leading Ambulance Paramedic.
- recruit new operational and governance management posts in support of improving governance, safeguarding staff and patients
- develop a Newly Qualified Technician program with assigned mentors. This will aid recruitment, retention and succession planning of staff, improving the knowledge and skills of the workforce
- continue to deliver key objectives within the 2023-2025 SoJAS Delivery and Implementation Plan, inclusive of the recommendations from the Association of Ambulance Chief Executives Review Report (2021)
- undertake an evaluation of the introduction of the Ambulance Response Program (ARP) determining its impact on triage and dispatch methodology, response times and patient outcomes
- work with the Jersey Care Commission (JCC) to ensure that the Ambulance Service is registered and able to comply with the Regulation of Care Law which will be amended to include the regulation of Ambulance Services from 2025

3. Ensure the States of Jersey Fire and Rescue Service is resourced to adequately manage risks to public and firefighter safety working with the Cabinet Office (Policy)

We will do this by embedding GP funding investment, enabling the Service to:

- work with policy and law drafting colleagues to present detailed proposals to the Minister for reformed fire safety legislation
- work with colleagues in government to take a strategic approach to responding to the changing nature of building safety challenges, including the UK's Building Safety Act and Programme
- further pursue compliance with national professional practice in order to generate and assure safe systems of work (including implementing local recommendations arising from the major incidents in 2022 and 2023 as well as national recommendations, arising from His Majesty's Inspectorate of Constabulary and Fire and Rescue Service's '*State of Fire and Rescue*' report, the Grenfell Tower Inquiry and the Manchester Arena Inquiry)
- mobilise sufficient firefighters to emergencies, in partial compliance with independent peer challenge recommendations, to resource safe systems of work
- provide the necessary specialist fleet and equipment to enable the safe systems of work
- strengthen the Service's professional culture, to support wellbeing in a challenging occupation, as well as the technical and leadership skills of its people, to provide the best possible service to islanders and visitors and address its succession challenge and
- develop detailed policy options for the Chief Minister and Emergencies Council to consider, in reforming emergency powers and planning legislation and strategy, how best to adopt a resilience model.

4. Maintain a Customs and Immigration function which delivers for Jersey

Continue to monitor and review the Work Permit Policy to ensure an appropriate balance between providing an effective border control and being responsive to the Island's bespoke needs and workforce requirements, including by considering the findings and recommendations of the Work Permit Holders Welfare Review

We will do this by:

- monitoring and reviewing the Island's Work Permit Policy to meet industry needs, ensure compliance and security requirements and consider recommendations from external reviews (i.e. the 2023 Scrutiny Panel review and Violence against Women and Girls review (VAWG)).
- working with the other Crown Dependencies and Gibraltar to develop and maintain the Jersey Variant passport in line with UK process changes.
- introducing new Immigration legislation and operational processes as part of the Future Border Immigration system (FBIS), including relevant provisions of the Nationality and Borders Act 2022 and Illegal Migration Act
- reviewing the ID card pilot scheme (due to end on 30 September 2024) in place of existing passport requirements for inward arrival of day trip visiting French Nationals.

Remain responsive to the impact of changes to import taxes (including GST) on the service and Islanders, to ensure the efficient collection of revenue with minimal disruption, by investing in systems that enable the necessary functional and technical improvements to be made.

We will do this by:

- reviewing the impact of recent GoJ budget measures on the consumption of alcohol, tobacco and fuel and future forecasting
- ensuring that any changes to Customs requirements for the export of goods from the UK to Jersey is not detrimental to Jersey's supply chain and trade

5. Enshrining a rehabilitative culture within the Prison Service with an intention of 'releasing better neighbours'

Embed a new culture focussed on a rehabilitative model to reduce reoffending, by providing prisoners with the right interventions and environment whilst in prison. This will give them the best possible opportunity to reintegrate with the community upon release, releasing better neighbours.

We will do this by:

- completing a review of progress against the recommendations identified in the 2019 independent review of coordination between prison and probation
- using data analysis to focus on outcomes for prisoners against all areas in the HMIP Framework- specifically 'Rehabilitation and Release Planning Healthy prison's test' and 'Purposeful activity healthy prisons test'

- allocating a full-time manager resource within the prison to ensure delivery against best practice personal officer scheme
- training all staff in five-minute interventions (FMI)
- allocating two full time prison officers to through the gate working to ensure joint outcomes between personal officer and probation officer
- leading a conference of Island faith leaders in the prison to establish a framework of support for prisoners on release including through the gate mentoring
- commissioning an independent inspection by HMIP to validate outcomes
- reviewing the quarterly reporting on service performance metrics so that the data can be used for continuous improvement and trends analysed and included in annual reports. This will ensure that analysis is contextualised, and narratives are clear in all publications.

Embed the new operating model for the States of Jersey Prison Service including a new and affordable model for staffing that provides opportunities for staff, including an aspiration to professionalize the role of the prison officer and offer qualifications, up to and including degree level, in leadership and rehabilitation.

We will do this by:

- embedding outcomes of independent review of the Prison healthcare model with HCS
- completing the administration and health reviews
- better joined up working with Jersey Property Holdings (JPH) to ensure a more robust and efficient model
- working to resolve the funding gap caused by the change in parental leave policy.
- maximise opportunities ensure that protocols around deployment of staff and overtime are more flexible to assist with budget management
- ensure that the benefits of recruitment in 2023 are realised to reduce the risk of vacancies becoming a burden on overtime budget

Reviewing service delivery models within the Prison for Education, Healthcare, Secure Custody of Young People and Rehabilitation by working with HCS, CYPES, Probation and After-Care Service and Highlands

We will do this by:

- the leadership team working with Highlands in achieving tangible employment pathways into with opportunities for experience and accreditation while in prison (e.g. hospitality engineering, catering)
- working with HCS to ensure much better overlap, embed a governance framework and review the model of prison officer nurses
- continuing to collaborate extensively with Probation colleagues on all areas crossing this space, and explore opportunities for joint training working through procurement of IT options with view to establishing a common platform for Offender Management work
- updating the ongoing prison site development programme and seek appropriate government funding
- working with JPH on the following objectives
 - handover of domestic dwellings
 - work jointly on getting assurance and support around major maintenance

6. Working in partnership to address policing challenges¹

We will do this by:

- building effective, cohesive, inclusive and effective partnerships as a cornerstone of the community policing approach.
- continuing to assess, adapt and respond to the changing demands on the States of Jersey Police (SOJP) including demand related to mental health, children and young people. Building on progress that has seen mental health incidents involving the SOJP reduce by 34% in 2023 so far and acknowledging that as corporate parents, SOJP have a statutory duty within the Children’s Law for the wellbeing of young people.
- expanding the Digital Forensics Unit to meet an increasing demand and improve service to victims, witnesses and the courts in supporting effective criminal justice processes.

The key policing challenge for 2024 is the continued investigation of 15 unexplained deaths (Op Spire / Op Nectar and Op Doric). This has placed unprecedented demand on the SoJP whilst we police ‘business as usual’ as Public Protection experiences increase (for example 78 rape allegations in the last 12 months).

7. Continuing to develop the existing Emergency Services Control Centre, focusing on speed, accuracy, compliance and resilience in the Ambulance and Fire and Rescue call handling, mobilising and incident support functions, working with Cabinet Office (Digital)

We will do this by:

- creating, developing, and maintaining a control team for Ambulance and Fire & Rescue, working alongside the Police control team managed by the States of Jersey Police
- working with Modernisation & Digital (M&D) to continue to support, maintain and deliver technology
- reviewing and improving our performance indicators and reporting
- conducting an independent National Fire Chiefs Council peer challenge for the Fire Control function, to complement the Association of Ambulance Chief Executives review, developing and starting work on an action plan to pursue recommendations and
- creating an up-to-date disaster recovery and training suite at Rouge Bouillon

¹ The States of Jersey Police form part of the JHA Ministerial Portfolio but do not report directly into the Government of Jersey. Robin Smith is the Chief Officer of the States of Jersey Police and Accountable Officer

8. Refresh our community safety and substance use approach working with CYPES

Creating a new building a safer community framework to replace the previous Building a Safer Society Strategy (BaSS), which lapsed in 2019.

We will do this by drafting, publishing and implementing the Building a Safer Community (BASC) framework.

Work closely with our partners on responding to and preventing issues which cause concern in our community by focussing on early intervention and prevention, considering substance use, and other harms such as gambling.

We will do this by undertaking a GAP analysis of year 1 activities and prioritise into action list for year 2. This will be undertaken by the Justice and BASC Co-ordinator appointed in January 2024

Developing and delivering a community safety programme for schools as part of an overarching strategic focus on early intervention, filling the gap left after Prison! Me! No! Way! (PMNW)

We will do this by:

- working with JHA services to design a tailored programme of age-appropriate sessions within secondary schools
- engaging with and including children and young people within stakeholder steering group to provide input on content as programme evolves
- providing ad hoc early warning interventions where required
- ensuring outcomes and learning following full day events / delivery of programmes are measured
- ensuring the programme aligns to the BASC strategy and can adapt to current topics impacting young people

9. Developing and delivering a modern and effective youth justice policy by reviewing the findings of the previous youth justice reviews and the latest available evidence of effective practice, working with the Cabinet Office (Policy) and CYPES

We will do this by publishing a new Youth Justice Strategy in mid-2024. The draft strategy was distributed for consultation in 2023. The stakeholder response timeline was extended due to the broad spectrum of views that exist on the on the subject, and the agreed need to align with the BASC Framework.

10. Responding to the findings and recommendations of the Violence Against Women and Girls Taskforce, initiating work to improve women’s safety and experience of the criminal justice system – supporting the Cabinet Office (Policy)

The MJHA is leading the GoJ response to the VAWG Taskforce report by year end 2024 with proposals for action. The VAWG Taskforce report was published on 9 November 2023, containing 77 recommendations addressing areas across the GoJ, as well as courts, third sector, schools and support services.

11. Building and enhancing relationships across Government and the justice system, as well as with the third sector and other key partners, to enable truly joined up and strategic working including preparatory work for a refreshed Criminal Justice Policy – working with Cabinet Office (Policy)

We will do this by the Criminal Justice Working Group continuing to meet quarterly to discuss matters of interest relevant to the justice system and consider all forthcoming legislation in the area. In 2024, it is anticipated that it will review legislation addressing prejudice crime, as well as revised arrangements for the remand and detention of children.

12. Reforming legislation – working with the Cabinet Office (Policy)

Work on the development of a new Resilience law.

We will do this by completing a full set of policy proposals as part of the work commencing the transition from an Emergency Planning model to a Resilience Model. This supersedes the original plan which was to transition to a Civil Contingencies model.

13. Improving value for money and the performance of departments and services working with the Cabinet Office (People), Treasury & Exchequer (Finance Business Partners) and CLS

Supporting an engaged and productive workforce by using a Strategic Workforce plan to prioritise 'Performance Management', 'Diversity, Equity & Inclusion', 'Work-related Wellbeing' and 'Talent Management'.

We will do this by:

- ensuring all staff have performance and development objectives and timely and quality performance reviews
- delivering Organisational Development plans across Fire & Ambulance Services
- supporting staff to take forward People and Culture, Strategic Workforce, Wellbeing and Diversity, and Equity and Inclusion plans, ensuring that public service values are demonstrated in everything we do

Enhancing customer experience

- continuing to liaise with CLS to ensure that JHA's Customer Plan is progressed
- regularly monitor Customer analytics along with relevant Customer specific training needs, across JHA services. Use the findings to work with CLS and improve reporting and customer service

Progressing the effective management of risk and good governance

- continued application of the GoJ risk management strategy, including use of the Enterprise Risk Management system across all relevant services
- full engagement with the Records Transformation Programme and subsequent application of relevant records management activities
- including risk and governance objectives in relevant staff performance objectives

Ensuring the efficient, effective and sustainable use of departmental resources

- delivering departmental savings targets via a financial action plan
- demonstrating continuous improvement and good value for money, whilst ensuring delivery of essential statutory services in the context of limited public resources
- reducing our operational emissions in line with the commitment made by the GoJ to the Paris agreement, as per Policy EN1 of the Carbon Neutral Roadmap. A significant part of this contribution will be through the continued phased adoption of second-generation renewable diesel (SGRD) within the Ambulance & Fire & Rescue fleet of vehicles
- committing to JHA staff attending Carbon Literacy training and make relevant use of the sustainability category within the Connect Performance staff objectives system
- working with the GoJ Decarbonisation team to establish specific departmental emissions reduction goals and explore related opportunities including stock management, reusing, repurposing, donating and sharing between other departments before buying new equipment

Service Performance Measures

JHA's Service Performance Measures for 2024 are published at [Service Performance Measures \(gov.ie\)](#). From 2024 updates are published bi-annually at the beginning and in the middle of each year.