



Justice and
Home Affairs

2025 Business Plan Justice & Home Affairs

Minister (s): Deputy Mary Le Hegarat (Minister), Constable Richard Vibert (Assistant Minister)

Chief Officer: Kate Briden

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.

Our 2025 plan has been extended to April 2026 so that it covers the full period leading up to the next election.

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

The Policing Plan¹ for 2025 is available from [Our Publications - Jersey Police Authority](#)

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

JHA Business Plan Overview



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

Key Objectives for 2025

1. Continue to have oversight of activity in relation to the impact of the major incidents in 2022 and 2023, ensuring that our teams are continuing to support the recovery & resilience phase

We will do this by:

- 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

2. Ensure the States of Jersey Ambulance Service (SoJAS) is resourced 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:

- 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 (as per the Association of Ambulance Chief Executives Review Report 2021 and the Demand and Capacity Review)
- 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)
- 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

We will also work on the safe transition of the ambulance service from JHA to HCJ ensuring the necessary governance structures are in place and embedding the Health Ministers vision for more a more aligned health care structure by the end of Q2 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 for phase 1 and planning the work required for phase 2, enabling the Service to:

- work with policy and law drafting colleagues to present detailed proposals by Q1 2025 to the Minister for reformed fire safety legislation
- continue working with 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
- create and incorporate the necessary governance within the 2025 service delivery plan to continue the progress made in 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)
- Increase the number of firefighters we mobilise to emergencies, in partial compliance with independent peer challenge recommendations, to resource safe systems of work
- use the expertise recruited in 2024 to enable procurement of the necessary specialist fleet and equipment to enable the safe systems of work
- continue to strengthen the Service's professional culture, to proactively 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, particularly in fire safety
- Refresh our existing IRMP into a Community Risk Management Plan (CRMP) that drives our delivery through to 2026
- 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 2025) 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 and international obligations 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
- Identifying and controlling the import and export of strategic and licensable goods
- Complying with relevant legislation, treaties and other national and international arrangements
- Identifying and applying scrutiny over high-risk entities, countries and consignments

5. Our aim is to foster a culture focused on a rehabilitative model to reduce reoffending by providing prisoners with the right interventions, education and environment whilst in prison

We will provide the best possible foundation for successful reintegration into the community upon release by:

- implementing accepted recommendations and feedback following the HMIP inspection in relation to healthy prison tests
- developing the personal officer framework to ensure it provides adequate support for prisoners, aligned with the Seven Pathways for Reducing Reoffending
- completing a thematic review of employment, education and training provisions to inform curriculum for prisoners and allocation of resources
- developing a local security strategy for the prison to ensure a safe and secure environment for everyone living and working in the SOJPS, as well as the wider community
- reviewing the Strategic Reducing Reoffending objectives and structure to enhance outcomes for prisoners. The review will focus on improving opportunities within prison and post-release by working with the Jersey community.
- reviewing the operating model to achieve best value for money whilst focusing on best outcomes for prisoners
- working with JPH on getting assurance and support around major maintenance and reviewing the corporate landlord model
- aligning our approach with the island-wide neurodiversity strategy to provide prisoners with equitable access to opportunities and support

- developing interventions strategy for the needs of the prison population. These will also incorporate recommendations from Government initiatives ie: VAWG and legislative changes
- reviewing the strategy for internal audit approach in the prison

6. Continue 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

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 Digital Services to continue to support, maintain and deliver technology
- reviewing and improving our performance indicators and reporting
- implementing recommendations from the 999-liaison committee to improve the effectiveness and efficiency of emergency call handling
- respond to the findings and implement the recommendations following independent internal peer reviews of the Ambulance and Fire and Rescue control functions

7. Continue to evolve and implement the Building a Safer Community framework (BASC)

We will do this by:

- continuing to develop and deliver a community safety education programme, ensuring the programme aligns to the BASC framework and can adapt to current topics impacting young people
- working closely with our partners on responding to and preventing issues which cause concern in our community, by focussing on early intervention and, prevention and rehabilitation
- 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 work
- integrating BASC into existing strategic workflows & boards including the Safeguarding Accountable Officers Group, Children's Outcomes Executive Group, Criminal Justice Working Group, Reducing re-offending strategic group, Strategic Missing and Exploitation Group, Cross Government Commissioning and Ministerial Safeguarding Group

8. 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 CYPES and other agencies

We will do this by:

- delivering a new Youth Justice Roadmap (YJR)
- coordinating the delivery of the YJR through the BASC framework and supported by a BASC Youth Justice Partnership Board and BASC Data Partnership.

9. 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 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.

We will continue this work by focusing on the:

- continuation of the independent review of the criminal justice system in relation to rape and serious sexual offences
- continued development of a centralised dataset on violence against women and girls.
- initiation of the independent review of the family court system in relation to the management of domestic abuse allegations
- four packages of legislative development to strengthen legislation in the area of violence against women and girls (see outline of legislative programme below)
- initiation of training and support to build on-island capacity to respond to online and technology-facilitated abuse. This training will be rolled out across specialist support services, the States of Jersey Police, schools and children’s services
- introduction of training for veterinary professionals on the link between animal abuse and domestic abuse
- introduction of training for public services on how to safely respond to and manage perpetrators
- publication of guidance for schools on how to implement a whole-of-school approach to VAWG, in line with the Jersey Schools Review Framework
- initiation of work to deliver the recommendations directed towards Health and Social Services, including improvements to training and enquiry processes

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

Violence Against Women and Girls – work scheduled for completion by April 2025

A series of legislative developments to strengthen legislation in the area of violence against women and girls will be lodged by the end of 2025, including the:

- development of legislation to address online and technology-facilitated abuse, specifically the introduction of a range of offences designed to address intimate image abuse.
- introduction of emergency barring orders into the Domestic Abuse (Jersey) Law 2022.
- creation of a new law to address stalking, including the introduction of specific stalking offences, offences to address sex-based harassment in public spaces, and new protective measures for victims.
- introduction of a specific offence of non-fatal strangulation.

Development of a new Resilience law – work schedule awaiting a decision by COM

Policy and planning work is on track to start to legislative process in the second half of 2026. 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. In the meantime, we will continue to develop the policy position with the Jersey Resilience Forum (JRF) partners to strengthen arrangements so that we are working in a more resilience focused way. We will do this, without pre-empting the legislation as such, by working on complementary improvements which will improve the position in advance of the new Resilience law.

Fire Precautions - work schedule awaiting a decision by COM

Assisted by Policy colleagues from the Cabinet Office, the States of Jersey Fire and Rescue Service will continue to advance work on reform of Jersey Fire precautions legislation, learning from practice elsewhere and importing lessons from the Grenfell Tower Inquiry.

11. Improving value for money, the performance of services and effectiveness of governance working with the Cabinet Office (People), Treasury & Exchequer (Finance Business Partners) and Employment Social Security and Housing (ESSH)

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

We will do this by:

- ensuring all staff have performance and development objectives and timely and quality performance reviews
- embedding 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

We will do this by:

- continuing to liaise with ESSH 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 ESSH and improve reporting and customer service

Progressing the effective management of risk and good governance

We will do this by:

- continued application of the GoJ risk management strategy, including use of the Enterprise Risk Management system across all relevant services
- continuing work to standardise the approach to the collection, management, and interpretation of data across services. This will enable improvements in data analysis and use for management information, risk management and delivery of key performance indicators
- including risk and governance objectives in relevant staff performance objectives
- monitoring and control of all digital and paper records. This work includes identification, audits, storage, access and continuing to reduce the volume of paper records within SoJFRS, SoJAS & JCIS by applying retention schedules.
- ensuring PFM compliance, by reviewing registers (gift and hospitality and conflicts of interest), completing partnership agreements, reviewing breaches and assisting JHA services where exemptions are required
- continued compliance with the privacy framework, which can be assessed through amount of DPIA screeners completed, DSAs, DPAs, breaches reported and reviewed, SARs completed in the timeframes etc.

Creating and maintaining a safe working environment

We will do this by:

- continuing to apply a risk-based approach to Health and Safety Management to reduce threats across the services in a proportionate and proactive manner
- embedding the H&S Governance structures in the services and adding qualified employees to the reference lead teams
- continued development of staff engagement and H&S workflow involvement, across all areas of JHA.

Ensuring the efficient, effective and sustainable use of departmental resources

We will do this by:

- 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

12. Projects 2024 / 25

JHA categorise projects into Major, Strategic and Local. In terms of Major and Strategic projects:

ESCC Programme

This is a continuing programme of enhancements that will improve the speed and accuracy emergency call handling, improved compliance with professional standards, and therefore improved response to Island emergencies. These are a collection of improvements made to Technology, People and Processes. 450k of funding has been allocated for 2025 to continue the delivery of specific initiatives including telephony (ICCS) improvements and mobile data and location tools for Fire & Rescue vehicles and crews

New Army and Sea Cadets Head Quarters

JHA will continue in 2025 to review locations, designs against Army and Sea Cadets requirements that will enable a new shared Headquarters that will complete a States of Jersey Assembly agreement in 2021. This project is a pre-requisite to the development \ re-use of the Rouge Bouillon site as they currently reside on that location

New Ambulance and Fire & Rescue Headquarter(s)

Work will continue working in collaboration with Jersey Property Holdings and Children, Young People, Education and Skills colleagues and Ministers to understand and agree the way forward with future use of the Rouge Bouillon site due to competing demands and the sequencing of these developments. A shift in strategy however indicated that it would be more reasonable and realistic, taking into account a number of factors including maintaining a Rouge Bouillon location for all facilities (Ambulance, Fire & Rescue, and a school), to deliver separate Headquarters for each of Ambulance and Fire & Rescue

Budgets for this project have been re-profiled to reflect the anticipated revised timescales and sequencing, with substantive commencement in 2028.

Work will continue in Q1 2025 between Jersey Fire and Rescue Service, Jersey Ambulance Service and Jersey Property Holdings to review their individual schedules of accommodation and decant requirements

JCIS Future Passports Services Programme

This funded project has been on hold for a number of years due to delays within HM Passport Office but is due to commence in 2025 with live running anticipated in 2027. This is a new IT platform shared between the crown dependencies and Gibraltar which will renew and replace the current passport application and administration system, providing a full digital service and allowing for better customer service and integration with existing HMPO systems, whilst maintaining the availability of the much-cherished 'Island variant' passport

New Sexual Assault Referral Centre (SARC)

Early 2025 will see the tender procurement process complete and contracts drawn up with anticipated ground works to commence on the new build at the new location on Bagatelle Lane (Accountable Officer – Chief of Police)

Prison Masterplan

Current phase is the demolition of the former gatehouse, fence realignment and temporary carpark. The tender process has been completed and the project has appointed a contractor. The start date is still to be agreed but the aim is to commence shortly with completion estimated by the end of Q2 2025. Future phases have been scoped but the budget has not yet been allocated and timelines are yet to be finalised

Ambulance Transfer from JHA to Health Care Jersey

Early 2025 will see a project commence to enable the smooth transition of the Jersey Ambulance Service from JHA to Health Care Jersey. This project will encompass areas such as people, process and technology

Local projects

Facilitated through an internal monthly JHA Change Oversight Board, JHA identify and prioritise a variety of local change candidates that are needed to mitigate operational and/or legal risks or additionally service improvements. These include additional modules within existing IT platforms, upgrades, end of life replacements or new technology

JHA has no new projects arising from the Government Plan 2025 – 2028.

Service Performance and Delivery Measures

JHA's Service Performance and Delivery Measures for 2025 will be published quarterly on [Justice and Home Affairs \(gov.je\)](https://www.gov.je). JHA Measures are reviewed annually as part of the Business Plan and Annual Report & Accounts processes to ensure they accurately reflect of current levels of service performance and align with the delivery of our key objectives

Due to the nature of activities carried out across JHA services there are several Measures that are outside of control but remain relevant for inclusion to demonstrate trends in service demand and delivery. To reflect this approach, JHA measures are classified as:

- Service Delivery Measures (SDMs) - cannot control
- Service Performance Measures (SPMs) - can control

SDMs are measured by the % change against the comparable previous period, demonstrating direction of travel, and not RAG-rated against a target. SPMs are measured against both target and the comparable previous period

2025 JHA Service Performance and Delivery Measures

Service	Type	Measure	Target
SoJAS	SDM	No. of incidents attended	N/A - SDM
SoJAS	SPM	Category 1 mean average response time	<7 mins
SoJAS	SPM	Category 2 mean average response time	<18 mins
SoJAS	SDM	No. of Patient Transport Service journeys	N/A - SDM
BSU	SDM	Support instances provided	N/A - SDM
BSU	SPM	% FOI requests responded to within 20 days	100%
JCIS	SDM	Value of drug seizures	N/A - SDM
JCIS	SDM	Value of duties collected (excise, import GST and CCT)	N/A - SDM
JCIS	SPM	% of non-express passports processed within 6 weeks	100%
JCIS	SDM	Work permits processed (issued and refused)	N/A - SDM
JCIS	SPM	% of successful prosecutions from illegal activity	>=95%
ESCC (Fire & Ambulance)	SPM	% of calls answered within 10 Seconds	>=90%
ESCC (Fire & Ambulance)	SDM	No. of emergency calls handled	N/A - SDM
SoJFRS	SDM	No. of incidents attended	N/A - SDM
SoJFRS	SPM	Average response time to fire incidents	<=10 mins
SoJFRS	SDM	No. of fire-related fatalities	N/A - SDM
SoJFRS	SDM	No. of non-fatal fire-related casualties	N/A - SDM
SoJFRS	SPM	% of high-risk premises inspected (care/nursing homes, hospitals)	>=90%
HSI	SPM	Number of proactive inspections made of high-risk work activities over the quarter	132 p/a
HSI	SPM	Cat 1 complaint times	<=24hrs
HSI	SPM	Cat 2 complaint times	<=10 days
SoJPS	SPM	% of convicted prisoners with a discharge plan in place on release	>=90%
SoJPS	SPM	% of convicted prisoners engaged in purposeful activity	>=75%
SoJPS	SPM	Eligible convicted prisoners with employment in place when leaving prison	>=75%
SoJPS	SDM	Eligible convicted prisoners with settled accommodation in place when leaving prison	N/A - SDM
SoJPS	SPM	Daily prisoner time out of cell	>=10 hours
OSIR	SDM	No. of births registered or re-registered	N/A - SDM
OSIR	SDM	No. of deaths registered	N/A - SDM
OSIR	SDM	No. of marriages and civil partnerships authorised by the Superintendent Registrar	N/A - SDM
OSIR	SDM	No. of certified documents issued	N/A - SDM