

POLICING JERSEY 2012



States of Jersey Police Policing Plan 2012

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COMMENTS OF THE HOME AFFAIRS MINISTER

The Annual Policing Plan is an important document because in it and through it the Minister for Home Affairs approves the Policing Priorities and style for the next 12 months.

It must be obvious to anybody living in Jersey, and particular to those who live and work in the centre of St Helier, that the arrival of Chief Officer Bowron has brought a substantial change in the emphasis and style of policing.

In particular, the increased visible presence of the police and the changes in uniform have led to a more approachable Police Force. However, this is not merely a matter of presentation and style, because it is backed by real reductions in the level of crime and improvements in public safety, particularly in St Helier on Friday and Saturday nights. The 2012 Policing Plan reflects these changes and at the same time gives greater emphasis to Road Safety, to Crime Prevention and to the provision of Value for Money. At the same time the re-introduction of bicycles and motor bikes and other measures will give greater flexibility to the Police Force.

I am confident that the successful implementation of the 2012 Policing Plan will lead to yet further reductions in crime levels and improved public safety and I am very happy to approve this Plan.

Ian Le Marquand
Minister for Home Affairs
January 2012

MESSAGE FROM THE CHIEF OFFICER

Welcome to our 2012 Policing Plan.

I am delighted that the past year has seen crime in Jersey reduce by over 12%, further enhancing our Island's reputation as a very safe community. It is also the largest annual reduction in crime in Jersey since 2002. This Plan sets out how we aim to build upon this success and continue to improve the policing services provided to our community in 2012.

The next two years promise to be challenging as the impact of the Comprehensive Spending Review truly takes effect. This will entail unprecedented reductions in our budget. Within this context, I would caution against any assumption that the levels of safety and security we currently enjoy can be taken for granted. Ten years ago, recorded crime in Jersey was over 50% higher than it is now. Effective policing is about the prevention as well as the detection of crime and States of Jersey Police need to retain the initiative that we have worked hard to secure.

During 2011, we have continued to plan or implement significant changes to the way we work, from our organisational structure through to key work processes. Inevitably, budget constraints have been a key catalyst for these changes but we are intent on making the best possible use of the resources at our disposal to ensure the safety and security of our community.

This Plan sets out a clear direction for the policing of Jersey. It identifies four key policing commitments and describes how we are aligning resources and activity to ensure we deliver against our promises. I trust that readers will be able to recognise the plan coming to fruition through positive action in the year ahead.

Community safety is, of course, a shared responsibility and we work together with many partner agencies to reduce crime and help protect people from harm. This Plan includes, for the first time, a contribution from the Honorary Police as I felt it appropriate to recognise the unique partnership between our services.

Thank you for looking at the Plan. We are a part of our community, we don't simply police it, and we aim to provide a service that makes a difference and makes our community proud. I am sure that, by working hard to deliver the commitments we have made, we will inspire public confidence.

Mike Bowron, QPM
Chief Officer

OUR FOCUS FOR 2012

States of Jersey Police have a key role to play in helping ensure that Jersey's prosperity and way of life can be sustained and improved. Effective policing that helps prevent crime, keep order and bring offenders to justice is at the heart of a safe, just and thriving community.

In 2011, crime in Jersey fell to its lowest level in the last 10 years. We are proud of this achievement but also recognise that low levels of crime cannot be taken for granted. We want to keep making a difference. Individually and as an organisation, we will do our utmost to to keep Jersey a safe and special place –

An Island where residents, businesses and visitors are safe and feel secure

Making it Happen

It is our responsibility to provide an efficient and effective service that inspires public confidence and trust. We will work hard to secure a reputation for approachable, friendly community policing, exemplary professionalism and a tenacious determination to cut crime and catch criminals.

This Plan is based upon four commitments which will underpin the delivery of policing for our community -

- *We will provide visible, responsive community policing*
- *We will protect our community from harm*
- *We will be resolute in bringing offenders to justice*
- *We will provide value for money*

Strategy Context

The Plan directly supports the States of Jersey's strategy to deliver high quality, accessible, value for money services for the benefit our community and to position the Island as a reputable international business centre and popular tourist destination.

OUR COMMITMENTS

Our approach is set out in these four key commitments to the people of Jersey.

We will provide visible, responsive community policing

In delivering this commitment we will:

- Provide a visible policing presence to uphold the law and reassure the public
- Provide an efficient and effective response when people need our help
- Work with local communities to ensure policing issues are tackled promptly and effectively
- Deliver an effective capability to police major incidents, emergencies and events

We will protect our community from harm

In delivering this commitment we will:

- Manage serious and dangerous offenders residing in our community
- Help protect vulnerable people against abuse, neglect and exploitation
- Protect the public from national security threats, especially terrorism and other extremist activity
- Help protect Jersey against economic crime
- Disrupt, detect and deter activity by organised crime groups
- Target the prolific offenders responsible for high volumes of crime in our community

We will be resolute in bringing offenders to justice

In delivering this commitment we will:

- Investigate crimes and, wherever possible, bring criminals to justice
- Provide a high standard of service to victims and witnesses of crime

We will provide value for money

In delivering this commitment we will:

- Ensure that our staff are trained, equipped and developed to provide the best service possible
- Measure and manage our performance in order to target resources and deliver effective results
- Take advantage of every opportunity to reduce bureaucracy, cut waste and duplication in order to deliver a leaner, more effective service
- Work with partners to procure and deliver services jointly where appropriate
- Promote better awareness of what we do and why we do it to help the public make informed decisions about the return they receive from their investment in policing

NOTICING THE DIFFERENCE

In 2011, over 500 fewer crimes were committed in Jersey compared to 2010. The focus on our four Commitments is designed to consolidate and build upon this success in 2012. We aim to drive overall levels of crime down even further but we also want to make a tangible difference in a number of key areas -

Retail Crime and Security

During 2011, we ran a pilot project to enhance the visible police presence in the town centre through the introduction of a dedicated Town Policing Unit (the "TPU").

Town retailers are telling us that the trial made a big difference in reducing shoplifting and anti-social behaviour. We have listened to their feedback and will formally establish the TPU with specific objectives designed to help ensure that the town centre is a vibrant and welcoming environment for everyone to visit and enjoy.

"The new police presence would be the envy of any comparable UK community, and, having experienced towns in the UK with a crime and violence record that we in Jersey cannot even imagine, I can honestly say I have never seen such efficient and effective coverage."

Richard Mackenzie, Town Centre Manager

Road Safety

In 2011, we focussed considerable effort on road safety policing, securing a noticeable increase in prosecutions for speeding, mobile phone and red light offences and careless driving. Injury road traffic collisions reduced by 9% over the year and those involving serious injury fell by over 36%. In 2012, we will maintain the impetus on road safety enforcement, aided by the re-introduction of the Police motorbikes, and hope to continue helping making our roads safer.

Operation Hornet

Although the number of homes burgled in 2011 was at its lowest for two years, the overall number of burglaries was higher than in 2010. This is because the number of incidents involving building sites, beachside cafes and garden sheds or garages all increased.

In 2012, we will implement Operation Hornet, which will maintain a resolute focus on known and suspected burglars, whilst providing appropriate support and advice to businesses and homeowners to help make burglaries harder to commit.



Policing the Night Time Economy

In 2011, we implemented Operation Visible, which was designed to improve our policing of St Helier's night time economy. In particular, we adopted a rigorous approach to tackling public order and offences on licensed premises. This strategy contributed to some significant results:

- The number of serious assaults committed in the streets, pubs and clubs of St Helier at night fell by nearly 30%
- About 70% of the people who committed serious violence in the streets, pubs and clubs of St Helier at night were brought to justice

In 2012, we will work hard to sustain this performance and help promote a sense of safety and security in the town at night. We aim to spend more time preventing crime and disorder through high visibility patrols and licensing checks. We will also remain focussed on catching violent criminals. Violent offenders should wake up to the sober reality that they will be held to account.

Community Engagement

In 2011, we delivered community policing across the Island through a system which gave each of our five Duty Officers and their uniformed shifts lead responsibility for a defined geographic area. The table shows how responsibility is divided between the Duty Officers as at the beginning of 2012.

At the end of 2011, we reviewed this geographic policing model and identified opportunities for improvement. In 2012, we aim to refine the system by identifying dedicated local officers within each shift who are known to and knowledgeable about their local community.

Area	Parishes	Lead Responsibility
West	St Brelade St Ouen St Peter	Inspector Harry Carre/A Shift
St Helier	St Helier	Inspector Mary Le Hegarat/B Shift
St Saviour	St Saviour	Inspector Tim Barnes/C Shift
East	St Clement Grouville St Martin	Inspector Alan Williamson/D Shift
North	St John St Lawrence St Mary Trinity	Inspector Andy Bisson/E Shift

Easy access to technology and the growing use of mobile internet means that an online presence is a part of many people's everyday lives. In 2012, we will also explore how best to use online services as an opportunity to inform, engage with and reassure the public at their convenience.

SOME INDIVIDUALS WILL NOTICE DIFFERENCES TOO...

In 2012, we will be making changes to working practices that will make a tangible difference to the quality of service received by many of the people with whom we engage on a regular basis.

Victims and Witnesses

The criminal justice system relies heavily upon victims and witnesses to give evidence in support of prosecutions. We recognise that many people may find this a daunting prospect. This is why we have established a Witness Care Unit, staffed by Police Support Volunteers¹ who work hand in hand with Victim Support² to provide support to victims and witnesses attending court. As cases proceed through the Criminal Justice System, our Witness Care Officers will keep in touch with victims and witnesses to:

- explain the court process discuss any concerns they may have
- arrange via Victim Support for pre-trial visits to the court
- update them with any changes to court dates
- In con-junction with our partners offer help and support, particularly where they may have specialist needs.

In 2012, this will be underpinned by a new Witness Charter setting out standards for victim and witness care. We intend that all partners in the criminal justice system will sign up to the Charter.

Vulnerable Detainees

A significant number of offenders with mental health issues come into contact with the police each year, as well as others who simply require help or medical care. We are concerned Police custody is not a suitable environment for many of these people and will continue to seek partnership solutions that provide alternative facilities and support. We will also work with partner agencies to ensure, where appropriate, vulnerable people are diverted from the criminal justice system.

In October 2011, we worked with Social Services to introduce an Appropriate Adult Scheme giving vulnerable detainees access to professionally trained Appropriate Adults within an hour of coming into custody. This ensures they receive independent advice and guidance and their specific needs are met whilst in Police custody. In 2012, we will embed and further enhance this service.

Prolific Offenders

One of the reasons why crime is so low in the Island is our unrelenting focus on habitual offenders. In 2012, we intend to make it even harder for these people to cause harm in our community.

Where individuals pose a dangerous threat to the community or their partners and families, they will find us working with other agencies to protect their victims and manage their behaviour. Others who commit burglaries, shoplift or peddle drugs to support their lifestyles will also find that our newly established Priority Crime Team is there to ensure they will have no place to hide.

¹ Our Police Support Volunteers include Portuguese French and Polish speakers

² Victim Support are an independent charity providing free and confidential help and support to people affected by crime

PROVIDING VALUE FOR MONEY

In 2012, we will continue to make the best possible use of the funding and resources we are provided with in order to reduce crime, protect vulnerable people and build public confidence.

Impact of the Comprehensive Spending Review

2012 is the second year of the States of Jersey's Comprehensive Spending Review (CSR) which aims to significantly reduce public sector expenditure over three years. While we will continue to consolidate and adjust to the cost saving measures already introduced for 2012, we must also prepare a further cut of £843,000 in 2013.

Providing policing around the clock, 365 days a year is inevitably people intensive and about 85% of our budget is committed to staffing. It is inevitable, therefore, that the CSR savings will impact on the Police establishment. If other savings cannot be found, for example, the 2013 saving alone is equivalent to 15 constable posts. This would take our authorised strength back to 1988 levels. By comparison, the current cuts in England and Wales will reduce overall Police strength there back to 2003 levels.

The impact of our budget cuts must be seen in this context. Police numbers in the UK are contracting following a decade of growth. We have no such buffer to ease the impact of the CSR.

Looking to the Future

At the same time, we must plan for the future and take into account the potential impact of issues such as our ageing population and increased migration. Given the the growing role of technology in criminal activity, similar rates of crime may have a more severe impact because it increases our community's exposure to offenders living outside Jersey. Such issues will undoubtedly pose new policing challenges. We will work hard to accommodate the CSR cuts whilst seeking to secure our capacity and capability for the future.

What will we do differently in 2012?

Implement a project programme to deliver the savings required for the 2013 phase of the CSR

During 2011, we have identified or already started work on a series of projects designed to deliver the savings required by the 2013 phase of the CSR.

We will review our workforce mix of Police and civilian staff

Compared to most UK Police Forces, a high proportion of our establishment is made up of police officers. This is due to the unique demands of island policing. Our geographic location means we cannot rely on immediate reinforcement from neighbouring Forces if the need arises. In addition, our officers are trained to carry out a much broader range of specialist roles than a typical UK officer. This 'multi-hatting' means that trained officers can be called away from their normal duties at any time to carry out specialist functions such as firearms, surveillance, search or road traffic collision investigation. Reducing the Police establishment decreases the pool of officers from which to draw these specialists and increases the proportion of available Police time spent on training.

Nevertheless, there are a range of day-to-day functions which do not require warranted Police powers. In addition, some roles are so specialist (eg; computer forensics) that it makes sense to employ civilian staff with the relevant expertise. During 2012, we will develop and implement a workforce modernisation programme that will deliver a leaner Police establishment and reduce cost whilst managing the risks associated with organisational capacity and resilience.

We will identify opportunities for increased cooperation with Guernsey Police

During 2011, we began working with Guernsey Police to identify opportunities for both Forces to save money and increase operational resilience through joint initiatives. These might include:

- Joint training programmes
- Shared purchase and use of specialist equipment
- Specialist deployment, eg; public order and firearms
- Major Crime Investigation support
- Major Incident management

We will develop a process modernisation programme designed to increase efficiency

The creation of the Criminal Justice Department has entailed significant organisational restructuring and wholesale changes to processes and job roles. During 2012, we will look to maintain the momentum of that project by applying the lessons learned to other areas of the business.

We will work with the Jersey Customs and Immigration Service (JCIS) to deliver efficiency savings

During 2012, we will work with JCIS to identify opportunities to save money and increase operational resilience through joint initiatives. These might include:

- Joint surveillance and search capacity and capability
- Procurement of forensic services
- Rationalisation of accommodation at the ports

Continue to support plans to relocate Police Headquarters into new accommodation

It is to be hoped that 2011 finally brought the search for a suitable site for a new Police headquarters to a close. In the meantime, the Service continues to occupy conversions of a 1950s school, a knitwear factory and a 19th century arsenal. None were designed for the needs of modern policing, particularly with regard to custody accommodation, scenes of crime facilities and IT/communications infrastructure. The age and condition of these buildings continues to require significant investment in maintenance and their shortcomings give rise to human rights and health and safety concerns. The Summerland factory site was occupied as essential temporary accommodation on the understanding that a new headquarters would be ready for occupation in 2005. The ongoing cost in unbudgeted rental expenditure is equivalent to about four police salaries.

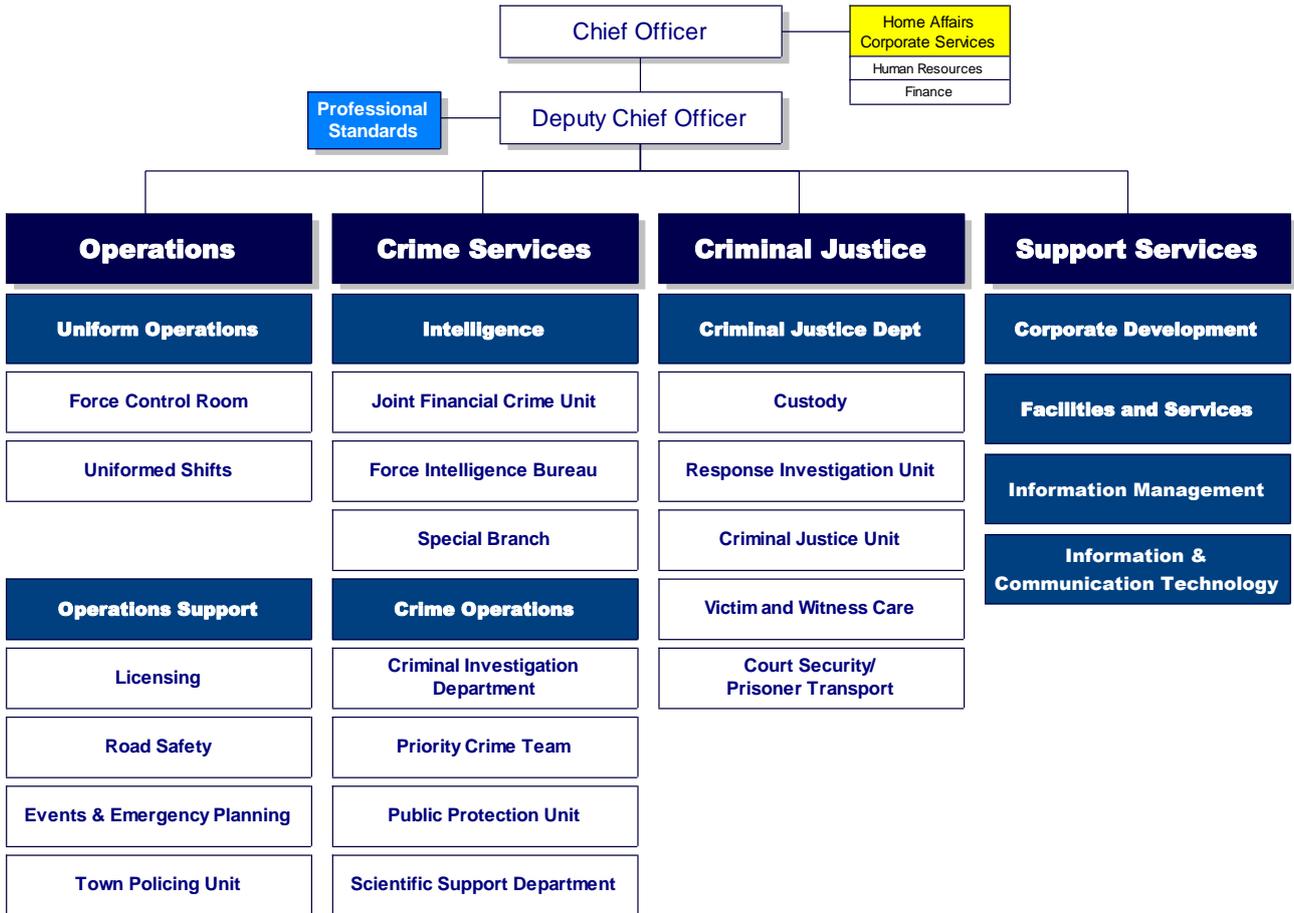
DELIVERING THE PLAN

This section explains the core functions of each of our four key service areas. It also highlights the changes planned in each service area to ensure that we deliver our four Commitments efficiently and effectively.

ROLES, RESOURCES AND RESPONSIBILITIES

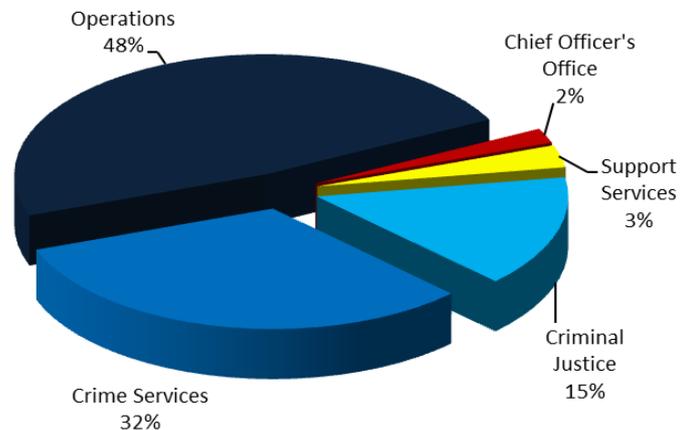
Structure

States of Jersey Plan is organised around four key service areas. The key change to our organisation structure is the creation of the Criminal Justice Department from within existing resources. The purpose is to free up officers to focus on frontline policing whilst helping to bring more offenders to justice by improving the management of investigations.



Resources

Planned net revenue expenditure on policing in Jersey in 2012 is £23,647,800. About 85% of this funding is spent on staff, so it is essential that we get our deployment right based on known risks, threats and potential causes of harm, appropriate to levels of actual demand. The chart shows the planned distribution of police officers between the different service areas.



OPERATIONS

UNIFORMED OPERATIONS	
Uniformed Shifts Town Policing Unit	Provide reactive incident response and investigation services Provide pro-active patrol, tasking and licensing services Provide problem-solving interventions to address neighbourhood safety issues
Call Handling	Provide call handling and enquiry services and manage incidents requiring a police response
OPERATIONS SUPPORT	
Licensing	Co-ordinate licensing visits and enforcement
Event Planning	Plan the policing of major events, VIP visits, emergencies and other large scale operations
Road Safety	Develop and implement road safety education initiatives
Rostering	Manage the rostering of Police personnel to ensure optimum availability of resources

24/7 Policing

Nearly half of our police officers are deployed in Operations, where they have primary responsibility for the delivery of visible, responsive community policing around the clock, 365 days a year.

Community Engagement

In addition to their Island-wide role, our five uniformed shifts each have lead responsibility for community engagement, partnership working and problem-solving initiatives in assigned geographic areas.

Road Safety

Operations are at the forefront in delivering enforcement and education activity designed to enhance the safety of all road users.

Night Time Economy Policing

Working patterns in Operations are designed to put twice as many officers on the streets during peak periods in order to prevent and detect violence or disorder, enforce licensing laws and help promote a greater feeling of security in the town.

Priority Tasking

We recognise that issues such as anti-social behaviour, dangerous driving or criminal damage can have a profound impact on people's feelings of safety and their quality of life. Our regular tasking process helps Operations to identify individuals and/or neighbourhoods who need their intervention and support to address issues such as anti-social behaviour or speeding.

What are Operations planning for 2012 to help support delivery of our Commitments?

Action	Purpose	Visible, Response Policing	Protect Our Community	Bring Offenders to Justice	Value for Money
Formally establish the new Town Policing Unit	Provide dedicated response and reassurance policing in the town centre	Enhance Police visibility in town centre and problem solve local policing issues	Prompt intervention to identify and resolve risk (eg; missing children)	Prompt intervention to deal with offenders More community intelligence	Prevents crime and all its associated costs
Enhance our Geographic Policing Model	Deploy dedicated local officers who are known to and knowledgeable about their local community	Enhance community engagement in local neighbourhoods and problem solve local policing issues	Gain intelligence on offenders who pose the greatest risk to local communities	Increase public confidence and support for criminal justice system	Promotes more effective joint working with the Honorary Police
Re-introduce Police motorcycles	Increase capacity for visible, response policing	Police visibility enhanced across Jersey's road network	Increase public safety by making roads safer	Enhanced road safety enforcement	Cost effective mobile escort provision Prevents RTCs and all their associated costs
Review and enhance Operation Visible	To promote a sense of safety and security in the St Helier night time economy.	Provide a high profile, Police presence at peak times to deter and deal with violence/disorder	Increase public safety	Enforce licensing laws Sustain high detection rate for serious violence	Prevents crime and all its associated costs
Continue to review call handling systems and policies	Improve customer service and increase capacity for visible, response policing	More effective handling of incidents to release capacity for visible community policing	Enhanced supervision of serious incidents to ensure public safety	Allows officers to focus more time on investigations	Same/increased workload managed at reduced cost
Implement a new road safety campaign	Raise awareness of road safety and reduce number of injury RTCS	Police visibility enhanced across Jersey's road network	Increase public safety by making roads safer	Target drivers/riders who endanger the public by flouting road traffic laws	Prevents RTCs and all their associated costs

CRIME SERVICES

CRIME OPERATIONS	
Public Protection Unit	Help protect vulnerable people against abuse, neglect and exploitation Risk assess and manage potentially dangerous persons living in the community
Criminal Investigation Department	Provide specialist investigation into serious and organised crime
Priority Crime Team	Provide targeted specialist investigation into prolific offenders and street level drug dealers
Scientific Support Department	Recover and manage forensic evidence in support of Police investigations
INTELLIGENCE	
Force Intelligence Bureau	Manage, analyse and disseminate intelligence to inform and direct policing activity
Joint Financial Crime Unit	Work locally and internationally to combat economic crime
Special Branch	Protect the public from national security threats, especially terrorism and other extremist activity

Tackling Serious Criminality

About a third of our police officers are deployed in Crime Services where they assume responsibility for the most time-consuming and serious crime investigations. These range from reactive investigation in response to serious offences through to complex enquiries that penetrate the illicit activities of organised crime.

Taking the Fight to the Criminals

If Jersey is to retain its proud record for safety and security, prolific offenders and organised crime groups must continue to receive short shrift. Targeted pro-active policing, backed by effective intelligence processes, aims to ensure that these criminals have no place to hide.

An International Dimension

States of Jersey Police play a key role in helping protect Jersey's reputation and viability as an offshore finance centre by working with enforcement agencies around the world to combat financial crime.

Protecting Vulnerable People

Our Public Protection Unit deals with allegations of abuse towards some of society's most vulnerable groups including children, vulnerable adults, and victims of domestic abuse. They also have key responsibilities in the management of offenders living in the community who pose a potential threat to the public.

What are Crime Services planning for 2012 to help support delivery of our Commitments?

Action	Purpose	Visible, Response Policing	Protect Our Community	Bring Offenders to Justice	Value for Money
Review shift patterns within Crime Services	Extend weekend/ late night cover by detectives	Will release uniformed officers for patrol and response policing	Facilitates extended focus on target offenders	Will enhance serious crime investigation	Will reduce overtime costs
Refocus role of the Priority Crime Team	Establish a dedicated team to target priority and prolific offenders (PPOs)	Less crime by PPOs releases capacity for community policing	Prevent PPOs from committing crime	More PPOs brought to justice	Prevents crime and all its associated costs
Develop and implement Operation Hornet	Drive down current levels of burglary	Fewer burglaries releases capacity for community policing	Prevent sustained sequences of burglaries	Increase detection rate for burglary	Prevents crime and all its associated costs
Implement recommendations of JMPPA review ³	Prevent crime by people who pose serious risk to public safety	Fewer crimes releases uniformed officers for community policing	Increases public safety	Fewer crimes releases detectives to focus on other investigations	Prevents crime and all its associated costs
Support implementation of the MARAC system ⁴	Protect high risk victims of domestic abuse and help prevent repeat offending	Fewer incidents releases uniformed officers for community policing	Increases the safety of high risk victims	Increases prospect of repeat offenders being successfully prosecuted	Prevents crime and all its associated costs
Improve information-sharing to protect vulnerable adults	Ensure early intervention to protect vulnerable adults at risk of abuse or exploitation	Fewer incidents releases uniformed officers for community policing	More vulnerable people identified and protected	More offenders identified and brought to justice	Prevents crime against vulnerable adults and all its associated costs
Support Children's Service to reduce frequency of children going missing from care	Reduce the risk of harm to which these children are exposed	Fewer incidents releases uniformed officers for community policing	Less risk of children going missing from care and being exposed to harm	Not applicable	Prevents crime against these children and all its associated costs

³ Jersey Multi-Agency Public Protection Arrangements

⁴ Multi-Agency Risk Assessment Conference

CRIMINAL JUSTICE

CRIMINAL JUSTICE DEPARTMENT	
Custody	Manage the safe detention and dignity of detainees in Police custody Provide a prisoner transport and security service to the Courts
Response Investigation Unit	Deliver swift and effective investigation of volume crime
Crime Management	Ensure crime reports are recorded in accordance with Service and national standards
Disclosure	Manage the disclosure of evidence and other information for the criminal justice system in partnership with key stakeholders
Firearms Registry	Maintain a Firearms Registry in compliance with the Firearms (Jersey) Law and related legislation
Victim and Witness Care	Provide a bespoke victim and witness care service in accordance with the Jersey Witness Charter
Criminal Justice Unit	Prepare timely and effective prosecution case files for the criminal justice system Provide administration, transcription, interpreter and translation services

The Criminal Justice Department provides the crucial link between operational policing and Jersey’s unique criminal justice system.

Jersey Witness Charter

We have established a new Witness Care Unit, staffed by volunteers, to provide a high standard of care to victims and witnesses. This service will be underpinned by the introduction of the Jersey Witness Charter.

Safer Detention

Effective management of people who are detained in Police custody carries significant responsibility. Many prisoners are drunk or on drugs and/or pose a risk of self-harm. Not only must we ensure their safety,

welfare and dignity but we must also provide a safe working environment for our staff. We will comply with national ‘Safer Detention’ standards through active management and self-inspection complemented by a robust independent lay-visitors scheme.

Response Investigation

The new Response Investigation Unit (RIU) deals with suspects who have been arrested and brought into custody by patrol officers. RIU staff take over the process of interviewing the person, making further enquires and preparing prosecution files. This arrangement helps improve the quality and efficiency of investigations whilst enabling patrol officers to spend more time on visible, community policing.

What is the Criminal Justice Department planning for 2012 to support delivery of our Commitments?

Action	Purpose	Visible, Response Policing	Protect Our Community	Bring Offenders to Justice	Value for Money
Establish a dedicated Custody Unit	Ensure compliance with Safer Detention standards and efficient handover of detainees	Creates capacity for supervisors to spend more time on visible, response policing	Safer detention standards	Dedicated team ensures higher standard of legal knowledge and appropriate charges	Improve risk management Better quality control of charging process
Establish a Response Investigation Unit	Centralise investigation of volume crime with offenders/named suspects	Protect/create capacity for delivery of visible community policing	Swifter arrest and processing of offenders helps prevent crime	More efficient investigation ensures swifter apprehension of suspects	More efficient use of Police resources
Develop Quality Focussed Investigation initiative	Ensure consistent investigation standard, reduce rework and increase efficiency	Creates capacity for supervisors to spend more time on visible, response policing	More efficient investigations helps prevent crime	More efficient investigations supports timely justice	More efficient use of Police resources
Establish a Witness Care Unit underpinned by a Jersey Witness Charter	Improve victim/witness care, release police capacity and improve court outcomes	The dedicated unit takes on witness care releasing police officers from this duty	Ensures provision of care and support for vulnerable/intimidated witnesses	Increase confidence in criminal justice system and prepared to give evidence	The Jersey Witness Care Unit is largely staffed by volunteers
Implement workforce modernisation within Criminal Justice	Achieve savings and/or release officers from tasks not requiring police powers	Protect/create capacity for delivery of visible community policing	Protect/create capacity for delivery of protective services	Protect capacity to investigate and detect crime	Same/increased workload managed at reduced cost
Review current criminal justice processes and work practices	Release capacity for frontline policing by streamlining evidence and reducing bureaucracy	Protect/create capacity for delivery of visible community policing	Protect/create capacity for delivery of protective services	Swifter and more accurate processing of cases ensures prompter justice	New processes result in fewer reserved pleas, requiring less case preparation and court time

SUPPORT SERVICES

Corporate Development	<p>Provide strategic and business planning services</p> <p>Measure/analyse performance to monitor community safety trends and inform operational policing</p> <p>Co-ordinate inspection, risk management and organisational change projects</p> <p>Deal with media enquiries, public relations, community engagement and internal communications</p> <p>Plan, deliver and facilitate Police training programmes</p>
Information & Communications Technology	<p>Support, maintain, develop and secure the Service’s ICT systems and infrastructure</p> <p>Support, maintain, develop and secure the town centre and other CCTV network</p>
Information Management	<p>Ensure compliance with data protection, freedom of information and information security standards</p> <p>Manage the storage, retention and return of all evidential, detained and found property</p> <p>Manage the screening, indexing and secure storage of all police reports and prosecution files</p> <p>Ensure compliance with national standards for Management of Police Information</p> <p>Provide Criminal Records Bureau and vetting services</p>
Facilities Management	<p>Manage, maintain, secure and clean Police buildings and vehicles</p> <p>Manage the procurement, storage and issue of equipment, clothing and stationery</p> <p>Manage compliance with health and safety requirements</p>

Supporting the Frontline

Our core business is to protect the safety and security of our community but we can’t achieve this without getting the running of our internal organisation right. Proper investment in administration, training, finances, recruitment, planning, information systems and communications is essential if we are to deliver effective policing services and provide value for money.⁵

With the exception of the Training Department, all the staff in Support Services are civilians, so allowing police officers to focus on policing.

Access to National Police Systems

Access to national Police information systems is critical to the work of Jersey’s criminal justice system. In order to secure that access, we must comply with a range of national standards. These govern the way we collate, retain, store and dispose of information and property, the protection of our information systems and adherence to policies and procedures for vetting of police staff, partners and others.

⁵ Finance and Human Resources functions come under the remit of the Home Affairs Department.

What are Support Services planning for 2012 to support delivery of our Commitments?

Action	Purpose	Visible, Response Policing	Protect Our Community	Bring Offenders to Justice	Value for Money
Implement a Communications Strategy	Promote public understanding of the work of the Force and its achievements	Raise public awareness of the contribution to community safety made by all our departments	Deter crime by raising awareness amongst criminals of our effectiveness	Promote community engagement and support in bringing offenders to justice	Raise public awareness of the value they receive from their investment in policing
Roll out secure information sharing opportunities	Ensure effective, secure means of sharing information with partner agencies	Not applicable	Facilitate improved sharing of sensitive information with local and national partners	Reduced administrative time required in the prosecution process	Reduces staff time and printing costs whilst maintaining secure control of information
Develop plans to upgrade Police CCTV systems	Replace and upgrade Police-managed CCTV systems including the town centre network	CCTV is an essential tool to assist Police deployment	CCTV helps ensure public safety	CCTV provides a vital investigative tool and source of evidence	Reduce costs through efficient deployment, crime prevention, effective investigation
Develop and implement workforce modernisation programme	Achieve savings and/or release officers from tasks not requiring police powers	Protect capacity to deliver visible response community policing	Protect capacity to deliver protective services	Protect capacity to investigate and detect crime	Same/increased workload managed at reduced cost
Implement a People Plan	Plan the Force's future workforce requirements	Help ensure capacity, capability and flexibility to deliver visible, response policing	Help ensure capacity, capability and flexibility to deliver protective services	Help ensure capacity, capability and flexibility to support criminal justice processes	Ensure effective management of our major asset – our people
Support the States Eco-Active Initiative	Minimise carbon footprint and promote environmental sustainability	Not applicable	Not applicable	Not applicable	Reduce cost of energy consumption

POLICING TOGETHER

The Honorary Police make a significant contribution to community safety in Jersey. Not only do they provide an informal policing service at the heart of their parish communities but they are also the gatekeepers to our unique criminal justice system.

This is our first Policing Plan to include a contribution from the Honorary Police. It demonstrates how the States and Honorary Police complement one another and sets out how we will work together to make the most of the opportunities presented by Jersey's distinctive system of policing.

THE HONORARY POLICE PERSPECTIVE

The policing of our Island is a responsibility shared between the States of Jersey Police and the Honorary Forces of each parish. We therefore take a keen interest in the Annual Policing Plan and welcome the opportunity to contribute to the 2012 edition.

The format of the Plan lends itself to a brief review of how our work complements and supports our professional colleagues in their declared intent to focus on their four Policing Commitments.

Visible, responsive community policing

Community Policing

Many of the tasks performed by the Honorary Police serve to improve the quality of life for their parishioners and contribute greatly to the social cohesion of our parishes. These include monitoring licensed premises, firearms suitability assessments, welfare and property checks, community patrols and traffic management. We provide the means by which local people can solve local problems at parish level.

Incident Response

A Memorandum of Understanding between the States and Honorary Police enables the Police Control Room to identify incidents where we can provide the first response or attend to provide support.⁶

Road Safety

In 2011, the Honorary Police were responsible for about 15% of all road safety enforcement interventions, including the detection of about 38% of all reported speeding offences

Major Incidents and Events

The Honorary Police provide an invaluable service in the policing of major events such as the Battle of Flowers, the International Air Display and Jersey Live. We also offer a vital resource in the event of major incidents and emergencies.

Operation Visible

The St Helier Honorary Police support the policing of the town's night time economy by providing CCTV operators, licensing checks and patrols in support of Operation Visible.

Protective Services

Primary responsibility for the investigation of serious crime and the delivery of protective services rests with the States of Jersey Police but the resource capacity we offers provides particular benefits:

Prolific and Dangerous Offenders

The Honorary Police help manage the activity of prolific offenders by –

⁶ The Honorary Police often provide first response to incidents such as non-injury RTCs, noisy parties, neighbour disputes, minor public disorder, loose or escaped animals and minor larceny

- conducting visits to ensure compliance with curfew orders imposed by the courts
- helping gather intelligence on key individuals identified through a joint tasking process
- participating in the MAPPA process to help plan the management of dangerous offenders

Missing Persons

About 650 people were reported as either missing or absent without authorisation from children's care homes in Jersey during 2011. In cases where a missing person is considered to be at particularly high risk of harm, the capacity of the Honorary Police to support searches with resources and detailed parish knowledge is invaluable.

Bringing offenders to justice

The Criminal Justice System

The Honorary Police form an integral part of Jersey's unique criminal justice system. The States Police have a role to investigate and detect crime whereas the Centenier, the elected community representative, decides at which point an offender should enter the justice system, if at all.

Community Intelligence

Honorary officers provide an effective and powerful network of local knowledge that criss-crosses the Island.

Value for money

This section gives an idea of the day-to-day contribution made by the Honorary Police to the policing of Jersey. Without us, there is no doubt that the capacity of the States of Jersey Police would have to be strengthened significantly. Nevertheless, the most significant savings to the public purse are derived from our role in the criminal justice system. The Parish Hall Enquiry system diverts many people from the formal criminal justice process, with all the costs entailed in running courts, nor does Jersey incur the costs of running a large prosecution service because Centeniers present prosecution cases in the Magistrate's Court.

Working Together in 2012

In 2012, the States and Honorary Police will work together to:

- ensure effective and coordinated delivery of community policing in each parish
- develop better systems for sharing intelligence
- coordinate delivery of enhanced road safety enforcement
- consider and, where appropriate, implement proposed changes arising from the current review of criminal justice processes



PERFORMANCE MATTERS

In these times of financial austerity, there is significant pressure on the public sector to cut costs. At the same time, we must retain public confidence and trust. It is therefore vital that we continue to provide demonstrable value for money through efficient and effective policing of the crime and disorder issues that matter most to our community.

MEASURING OUR PERFORMANCE

The overarching aim of this Plan is to deliver a policing service that helps keep Jersey a safe and special place –

An Island where residents, businesses and visitors are safe and feel secure

Overall progress towards this goal is monitored against a set of key performance measures. The outcomes for the people we serve should be:

- **Low levels of recorded crime**
- **Low levels of the most serious crimes**
- **A high proportion of crime resulting in offenders being brought to justice**
- **Low levels of road traffic collisions resulting in injury**
- **Strong public perceptions of community safety**
- **High levels of trust and confidence in the Police**

We aim to achieve positive results against all these outcomes whilst working within our prescribed budget for 2012.

Measuring Key Performance Outcomes

We recognise that the likelihood of these outcomes being achieved often depends not only upon the Police but also on other agencies and wider influences in society. Whilst the Police may be best placed to measure an outcome, this does not mean we are solely responsible for the result.

Measuring outcomes is invariably complex. If we strive for the simple, we risk making policy and resource investment decisions on the basis of simplistic and inadequate information. We understand, for example, that the level of recorded crime is often seen as the definitive measure of police effectiveness. However, we would caution against placing too much reliance on any single performance indicator without regard to the context. Recorded crime, for example, is greatly influenced by factors such as proactive policing of drugs offences, greater awareness of child protection issues and victims being more confident in reporting sensitive crime to the police.

The outcome indicators published in this Policing Plan are therefore underpinned by detailed performance and workload measures which are used to inform management decisions. Comprehensive performance data and analysis will be published regularly during 2012 in order to ensure that the public are provided with a proper insight into local crime trends.

KEY PERFORMANCE OUTCOME MEASURES

Levels of Recorded Crime
Number of crimes per 1,000 population
Levels of the Most Serious Offences
Number of burglaries per 1,000 population
Number of grave and criminal assaults per 1,000 population
Number of robberies per 1,000 population
Number of rapes per 1,000 population
Offenders Brought to Justice
Percentage of crimes solved
Percentage of grave and criminal assaults solved
Percentage of robberies solved
Percentage of rapes solved
Number of prosecution cases brought in relation to Class A drugs supply
Road Safety
Number of road traffic collisions resulting in injury per 1,000 population
Number of road traffic collisions resulting in fatal or serious injury per 1,000 population
Public Perceptions of Community Safety
% of people who consider their neighbourhood to be very/fairly safe
Satisfaction with public safety and security in the town centre by day
Satisfaction with public safety and security in the town centre by night
A set of 'fear of crime' indicators showing the % of people who are worried that: <ul style="list-style-type: none"> ▪ they might become a victim of burglary in the next 12 months ▪ they might become a victim of violent crime in the next 12 months ▪ their vehicle/property might be vandalised in the next 12 months ▪ their vehicle might be stolen in the next 12 months ▪ they might be abused/threatened in the street in the next 12 months
Trust and Confidence in States of Jersey Police
% of people who agree States of Jersey Police do a good job of policing Jersey
% of people who are confident they would receive a good service if they needed the Police
% of crime victims who agree that States of Jersey Police do a good job of policing Jersey
% of crime victims who are satisfied with the service provided by the States of Jersey Police