

MAKING JERSEY SAFER



States of Jersey Police Policing Plan 2010

CONTENTS

	Page
Introduction by the Chief Officer	2
About States of Jersey Police	4
Organisation Structure	5
What We Do	6
Our Way of Working	8
Our Vision and Priorities for 2010	9
Violent Crime	10
Prolific and Priority Offenders	12
Serious and Organised Crime	15
Anti-Social Behaviour	16
Make Effective Use Of Our Resources	17
Managing Our Performance	18
Contacting States of Jersey Police	20

INTRODUCTION BY THE CHIEF OFFICER

The last year has proved to be a difficult period for States of Jersey Police during which the organisation has come under intense and uncompromising political and public scrutiny. Significant new challenges also lie ahead as government spending cuts inevitably impact upon our capacity to meet conflicting demands.

States of Jersey Police can neither afford to dwell on the past nor waver in our commitment to community safety because of resource constraints. Criminal activity and public demand for policing services make no allowance for spending controls and staffing capacity. Whatever challenges we face, States of Jersey Police must continue to secure public confidence in our ability to use our resources wisely and deliver the safety and security our community expects. My duty as Acting Chief Officer has been to ensure that the Service remains focussed on reducing crime and catching criminals whilst preparing for the future by restructuring the organisation, refining our processes and developing our staff.

I am therefore particularly pleased to reflect on the performance of the Force over the past year. Overall crime is 6% down compared to 2008 and key offences such as burglary have fallen by nearly 20%. These results reflect the success of front line officers in bringing offenders to justice and the effectiveness of intelligence-led targeting of criminal activity. It is also heartening to see that nearly 80% of people who expressed an opinion in the 2009 Jersey Annual Social Survey (JASS) said that the Service does a good job of policing Jersey. Ultimately, our aim is to make Jersey safer and the fact that the proportion of people reporting in JASS that their neighbourhood is 'very safe' has increased significantly over the last five years also represents a very positive outcome.

Looking to the future, States of Jersey Police face some significant challenges over the next few years. Government investment in policing in Jersey has not kept pace with the volume and complexity of the demands on the Service and spending cuts driven by current economic conditions will only serve to compound the resource issues we already face. The Service can no longer fund its authorised establishment from its allocated budget and can only afford to employ 236 Police officers in 2010 against an authorised establishment of 249 Police posts. This reduction will be achieved by deferring our scheduled intake of new recruits in January 2010 and not replacing officers who retire or resign from service. This means that no new Police officers are likely to be ready for deployment until 2011. Actual operational strength will inevitably be further impaired by other abstractions such as sickness, maternity leave and training as well as some officers being on restricted duties due to injuries or pregnancy.

These problems coincide with continuing growth in demand in areas such as child protection and financial crime investigation. We have no choice but to invest in these critical service areas. We must also do all we reasonably can to tackle the menace posed by organised crime and build upon our success in targeting the prolific offenders who commit most of the crime in our community. At the same time, our commitment to improving community safety means getting to grips with the issues that undermine the public's immediate sense of security and safety such as street violence and disorder or anti-social behaviour, the levels of which remain too high.

The choices we face are not simply about deploying resources between these competing demands. Different roles can require different skills, from the technical capability to investigate complex fraud or internet crime through to those needed to deal with child abuse. Many of these roles require several years policing experience and months of specialist training. The fact is that many of our officers are young in service and relatively inexperienced and many seasoned officers are currently reaching retirement age. The organisation needs to invest heavily in training and development over the next few years to ensure that a willing and committed workforce is honed to fulfil the roles and

responsibilities of modern policing. Herein lies one of the most critical challenges we face. If operational demand, exacerbated by staffing shortages, impinges upon our capacity to train our officers, the resulting skills deficit will pose a significant organisational risk.

Doing nothing in the face of these challenges would inevitably result in unrealistic pressure on the organisation to over-reach its capacity and capability. That would undermine our fundamental purpose which is to protect the public and keep our community safe, as would a change programme driven solely by the desire to cut cost. I will not countenance either scenario. My aim is to ensure that States of Jersey Police emerge from this period of transition as a stronger, leaner organisation which makes best possible use of the available resources to deliver a service that people value and trust.

We are in a position to introduce internal reform because, as an organisation, we can learn from experience in the wider Police service and introduce changes to the way we work that have been tried and tested elsewhere. In particular, we are looking at how we can release time and effort by improving our management of calls for assistance, empowering officers to exercise common sense and discretion and focussing investigative effort to optimum effect. Any staffing capacity that we can release can then be re-invested in service areas where they are needed most, in developing the skills and expertise we need and improving the way we engage with the public and our partners. I am committed to implementing these changes because they will help my staff perform, leading to more criminals being brought to justice and an improved service to our community.

At the same time, nobody should be under any illusion that internal reform within the Police represents a panacea to increasing demand for policing services and rising costs within the criminal justice system. We will play our part by maximising our own efficiency and effectiveness, but the real inefficiencies and saving opportunities are deeply embedded in systems, policies and processes which cut across departmental boundaries. We can advocate change but are powerless to make it happen in isolation.

Under these circumstances, I particularly welcome the emphasis in the new States Strategic Plan on working together to meet the needs of our community. There is plenty scope for action. The fact is that community safety partnerships remain under-developed in Jersey and society and government continue to bear preventable costs as a consequence. Similarly, the Police only form one inter-dependent part of the criminal justice system and we incur significant but unavoidable costs as a result of processes and procedures over which we have no control. As the 'agency of last resort', the Police are also providing services that should properly be the responsibility of other government agencies who do not have the necessary resources. Finally, there is a real danger that some of the States' financial and manpower controls can be counter-productive if they prevent departments managing their resources efficiently.

I also look forward to the introduction of a new Police Force Law so that we can resolve fundamental issues concerning the governance, control and accountability of the Police. Similarly, progress needs to be made on changes to legislation governing Police discipline so that we can move to a system that is more cost effective, less adversarial and places greater emphasis on learning when things don't go well.

Clearly, this is a significant period of transition for States of Jersey Police. I hope this Policing Plan will give some insight into our way of working, our priorities for the year ahead and what we hope to achieve.

David Warcup
Acting Chief Officer
States of Jersey Police

ABOUT STATES OF JERSEY POLICE

States of Jersey Police serve a resident population of 91,800 people as well as over 700,000 visitors to the Island each year.

At face value, the challenges involved in policing Jersey would appear to equate to those of policing a small town in the United Kingdom. But Jersey's status as a Crown Dependency with its own government and legislation create a distinct policing environment. The fundamental difference is that States of Jersey Police must be largely self-sufficient in developing and maintaining services that are provided through a local, regional and national level infrastructure in the United Kingdom.

The organisation is also required to provide a range of functions that would normally be delivered by other service providers in the United Kingdom. For example, States of Jersey Police play an enhanced role in supporting the administrative requirements of the criminal justice process, provide a vetting and barring service, manage and maintain the town CCTV system and maintain the Island's central firearms register. In addition, Jersey's role as an international finance centre means that the Service has a key function as a Financial Intelligence Unit that works with enforcement agencies around the world to combat money laundering and terrorist funding

Unlike most public sector departments, a significant part of our service has to operate around the clock for 365 days a year. This creates a resource requirement equivalent to staffing more than four government departments working a conventional eight-hour day, five days a week. The Service has an authorised establishment of 249 officers and 86 civilian staff. The high ratio of police officers to civilian staff reflects a practical requirement to maintain operational resilience. There is no immediate recourse to reinforcements from outside Jersey. Many officers are also trained in specialist skills over and above those required for their normal duties so that they can be called away from their normal duties at short notice to perform specialist roles such as firearms, search, surveillance, siege negotiation, accident investigation, public order, CBRN response and family or sexual offence liaison.

States of Jersey Police's senior management team is –



Further information about the Service can be found on our website at www.jersey.police.uk

Honorary Police

Jersey has a unique tradition of Honorary Policing, with each parish engaging volunteer police officers who contribute their time and energy to informal policing and their pivotal role in the local criminal justice system. The partnership between the Services will play an important part in supporting the policing philosophy and priorities set out in this Plan.

ORGANISATIONAL STRUCTURE

POLICING OPERATIONS

Intelligence	Operations	Operations Support		Crime Services
Joint Intelligence Bureau	Uniformed Shifts	Community Support Teams	Roads Policing Unit	Criminal Investigation Dept
Joint Financial Crime Unit	Custody	Court Security	Licensing Unit	Crime Support Team
Special Branch	Force Control Room	Prisoner Transport	Dogs Section	Public Protection Unit
	Enquiry Desk	Events Planning	Crime Reduction	Scientific Support Unit
		Youth Action	Road Safety Officer	

SUPPORT SERVICES

Corporate Development	Information Services	Criminal Justice & Admin Support		Resource & Asset Management		Integrity & Compliance
Business Planning	IT Infrastructure	Crime Management	Charge File Review	<i>Human Resources*</i>	Procurement	Data Protection
Performance Management	Systems Development	Prosecution Administration	Information Management	<i>Finance*</i>	Building Maintenance	Freedom of Information
Internal Inspectorate	Communications Infrastructure	Language Services	Records Management	Training and Development	Catering Services	Professional Standards
Consultation		Admin Support	Firearms Index	Welfare	Cleaning	Vetting
Risk Management		Disclosure	PNC Bureau	Rostering	Vehicle Fleet	Information Security
Public Relations			Property Store		Stores	

**Human Resources and Finance functions are provided by the Home Affairs Dept.*

WHAT WE DO

This section depicts the key functional responsibilities across the Service and the planned allocation of staff to each area. Currently, the Service only has 234 police officers and 11 of these are seconded away from their normal roles to resource major investigations so actual deployment is also shown.

Overall command is provided by the three senior Police posts, all of whom also operate on a 24/7 call out rota, supported by a Police Staff Officer and 1.5 civilian posts.

Policing Operations

Intelligence	Police Posts Allocated 34.5 ¹	Actual 30.5
	Civilian Posts Allocated 10	Actual 9.5

- Manage, analyse and disseminate intelligence to inform and direct policing activity
- Work locally and internationally to combat financial crime, money laundering and terrorism
- Protect Jersey's security and fulfil national security obligations, including port security

Uniformed Operations	Police Posts Allocated 112	Actual 106
	Civilian Posts Allocated 18.5	Actual 16.5

- Deal with calls for police assistance and manage incidents requiring a police response²
- Provide reactive incident response and investigation and proactive patrol and tasking services
- Ensure the lawful, safe and secure detention of prisoners
- Manage the storage, retention and return of all evidential, detained and found property
- Provide a customer reception and enquiry service at police headquarters

Operational Support	Police Posts Allocated 28	Actual 21
	Civilian Posts Allocated 3	Actual 3

- Provide targeted problem-solving interventions to address neighbourhood safety issues
- Reduce alcohol and drug-related crime and disorder associated with licensed premises
- Provide specialist dog support for search, firearms, drugs and public order policing
- Develop and implement road safety education initiatives and deliver proactive policing enforcement
- Promote and advise on crime reduction initiatives
- Plan the policing of major events, VIP visits and other large scale policing operations
- Provide court security and prisoner transport services
- Provide Police participation and support to the Youth Action Team

Crime Services	Police Posts Allocated 54.5	Actual 45.5
	Civilian Posts Allocated 5.5	Actual 5.5

- Provide an advanced investigative service in response to reports of serious or series crime
- Use intelligence to proactively target key offenders and organised crime groups
- Deliver policing interventions that help stop domestic abuse and protect victims
- Protect the welfare of children by investigating and preventing neglect or physical and sexual abuse
- Recover forensic evidence in support of Police investigations
- Risk assess and manage dangerous offenders living in the community

¹ All staff numbers are rounded to the nearest 0.5 FTE

² 24/7 services (control, response, patrol and custody) actually require 6 people for each post to cover 3 shifts per day, leave, rest days, etc

Support Services

Criminal Justice and Admin Support	Police Posts Allocated 8	Actual 7
	Civilian Posts Allocated 16	Actual 16

- Ensure that crime reports are recorded in accordance with Service and national standards
- Quality review prosecution files to ensure that evidence meets highest possible standards
- Manage the disclosure of evidence and other information for Parish Hall Enquiries and the Courts
- Prepare Royal Court Case files, Notices of Intended Prosecution and Pre Trial Reviews.
- Provide a witness warning service
- Provide conviction history and other essential information for the sanctioning of accused persons
- Maintain a Firearms Registry in compliance with the Firearms (Jersey) Law and related legislation.
- Manage the screening, indexing and secure storage of all police reports and prosecution files
- Ensure the Service complies with national standards for the Management of Police Information
- Manage the provision of foreign language interpreter and translation services
- Provide secretarial, administration and transcription services

Corporate Development	Police Posts Allocated 0	Actual 0
	Civilian Posts Allocated 4	Actual 3

- Co-ordinate and develop all aspects of strategic and business planning and performance reporting
- Manage a programme of inspection, risk management and organisational change projects
- Manage public and stakeholder consultation and quality of service surveys
- Deal with media enquiries and raise public awareness of policing successes and issues
- Measure and analyse performance data to monitor crime trends and inform operational policing

Information Services	Police Posts Allocated 0	Actual 0
	Civilian Posts Allocated 8	Actual 8

- Support, maintain, develop and secure the Service's information technology and communications systems and infrastructure
- Support, maintain, develop and secure the St Helier town centre CCTV system

Resource and Asset Management	Police Posts Allocated 6	Actual 6
	Civilian Posts Allocated 14	Actual 14

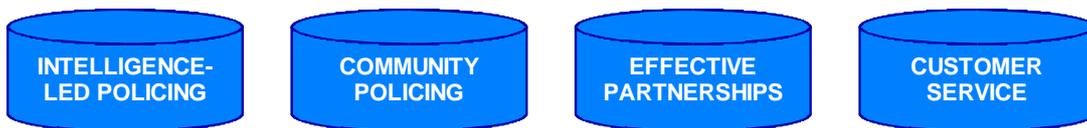
- Plan and deliver Police recruit training programmes and deliver or facilitate advanced Police training
- Manage, maintain, secure and clean Police buildings and vehicles
- Manage the procurement, storage and issue of equipment, clothing and stationery
- Manage the rostering of Police staff to ensure optimum availability of resources
- Provide a limited catering service for staff and prisoners
- Manage compliance with health and safety requirements

Integrity and Compliance	Police Posts Allocated 2	Actual 2
	Civilian Posts Allocated 6	Actual 6

- Maintain integrity standards by investigating public complaints and internal disciplinary issues
- Provide a comprehensive vetting service to (a) prevent unsuitable people from working or volunteering with vulnerable people and (b) enable employers to meet regulatory standards
- Ensure compliance with data protection, freedom of information and information security standards

OUR WAY OF WORKING

In order to fulfil all the requirements of this Plan, it is necessary for us to examine organisational structures and culture within the Service and to introduce new ways of working. Change can be difficult and will take time so this Plan sets a clear direction for our intended programme of reform. Our approach is focussed upon four key areas where we will drive improvements to the way we currently do things -



Intelligence-Led Policing

Intelligence-led policing underpins everything we do and is key to the efficient and effective use of our resources. By enhancing the way we engage with the community, gather, analyse and disseminate intelligence and manage our performance, we will improve service delivery.

Community Policing

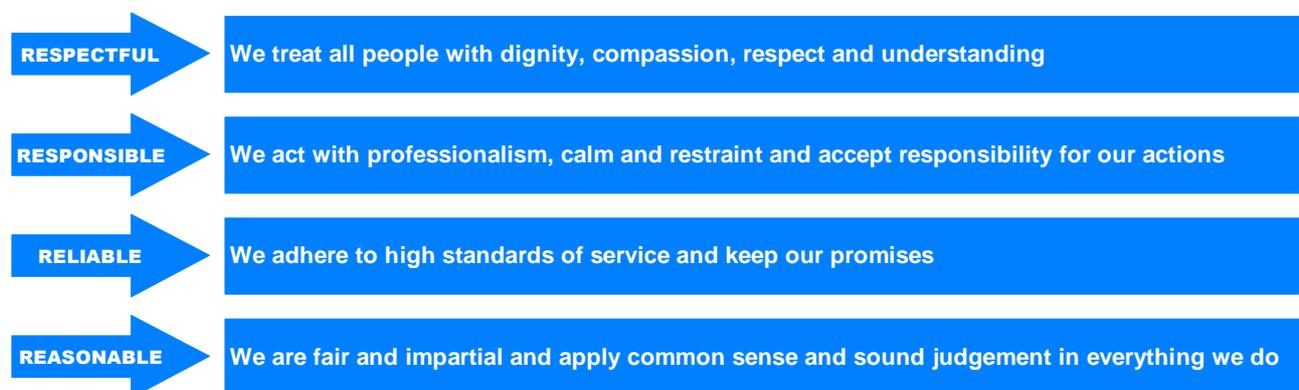
We will develop a way of working in which an in-depth understanding of the needs and expectations of individuals and local communities is routinely reflected in States of Jersey Police's decision-making and service delivery. This means that the public will have a voice at all levels of policing: from neighbourhood focused problem-solving initiatives through to decisions about the Service's overall priorities and service delivery strategies.

Effective Partnerships

The Police cannot deliver community safety alone. We will actively engage with partner agencies to improve working arrangements and processes. We will also press for joined up approach in key areas such as the St Helier night time economy, anti-social behaviour and offender management. In the absence of integrated strategies to tackle such issues, it is the Police who invariably deal with the consequences.

Customer Service

We are committed to the consistent delivery of a first class service to people who need our help, from first contact through to follow up. Our approach, individually and organisationally, must be to appreciate and care for the needs of the people we serve –



OUR VISION AND PRIORITIES FOR 2010

Vision

Make Jersey safer by preventing and detecting crime, reducing criminality and anti-social behaviour and building trust and confidence amongst our community

Our Policing Priorities

Daily business as usual for States of Jersey Police encompasses activities as diverse as call handling and response, reassurance patrols, crime investigation, managing intelligence, port security, custody of prisoners and supporting the needs of the criminal justice system. In every area, the nature of the work means that the standards required are exacting and the expectations of service users are high.

Our planning process determines how best to deploy our limited resources between these different services and deal effectively with the simultaneous but competing threats to community safety in Jersey. These challenges range from anti-social behaviour which can blight life in local communities to the dangerous offenders who cause immense suffering to their victims or the menace posed by terrorism and organised crime.

Making the best possible use of our resources to meet these challenges is important - the levels of safety, security and quality of life that Jersey currently enjoys don't just happen. The current pressure on government spending makes the task all the more difficult. Faced with a significant shortfall in funding, we will seek wherever possible to rationalise activity and streamline processes but the Police cannot be expected to be everywhere and do everything. At the same time, we must retain the confidence and trust of our community and we need to demonstrate that we have got our priorities right and are using our resources wisely. That means delivering effective and efficient performance that helps make a real difference in tackling the crime and disorder issues that matter most to our community.

Getting this right means aligning what we do to what the government and the public expect in return for their investment in policing. This Policing Plan therefore builds on the strategic direction of, and commitments within, the States Strategic Plan 2009-14. It has also given the public a voice in how the Island is policed by seeking out and using opinion from the 2009 Jersey Annual Social Survey. Together with our own strategic assessment of crime trends and the potential impact of demographic, social and economic change, these inputs have helped formulate our policing priorities for 2010 –

- Violent Crime
- Prolific and Priority Offenders
- Serious and Organised Crime
- Anti-Social Behaviour and Disorder
- Effective Resource Management

VIOLENT CRIME

Why is this a Priority?

Physical and sexual assaults account for one in five of all recorded crimes in Jersey. The more serious cases only account for about 5% of all crimes but they can cause terrible suffering to victims and their families and contribute to higher levels of fear in the community.

The Police have a duty to protect the public, particularly the most vulnerable, from those who pose a risk of serious harm. This not only means catching and convicting violent and sexual offenders and protecting their victims, but also managing the threat such individuals may still pose after release in order to minimise the risks to the public.

Violence can be separated into two broad categories – that which occurs in public spaces and that which takes place in private, often in the home.

- *Public space violence* accounts for over two-thirds of serious violence reported in Jersey. About two-thirds of the offences occur in St Helier at night and the street is the most common location for such incidents. The majority of the violence is committed between men who are either loosely acquainted or strangers. Although overall levels of violence in public spaces showed little change in 2009, there was a significant increase in the number of incidents involving more serious violence.
- *Violence in the home* usually involves partners or family members and accounts for about a third of recorded serious violence in the Island. The home is the second most common location for serious violent offences in Jersey and the majority of victims are female. It should also be emphasised that these figures under-represent the true extent of violence in the home environment as many incidents are never reported. Violence in the home does not just involve crime against adults. Reported cases of physical and sexual violence perpetrated against children continued to increase in 2009. This does not necessarily mean that the scale of the problem is worsening in Jersey as it appears that growing awareness and willingness to make reports are key influences.

Our Aim

To reduce the incidence of serious violence and abuse, bring offenders to justice and reduce the harm to their victims

What will we do to achieve this?

It is important to develop strategies to address violence in the context in which it occurs. The response required to tackle public space violence, which is often spontaneous, alcohol-related and generally involves men as both offenders and victims, is entirely different to that required for violence in the home, where physical and sexual abuse, usually towards women and children, is more often a sustained pattern of behaviour. Developing an effective response to each category of violent crime also requires a diverse range of partners that extends beyond the agencies working in the criminal justice system.

We will support and promote the continued development of this partnership approach and will contribute by:

- advocating and supporting the development of the joined-up strategy needed to ensure a vibrant, safe and successful night time economy in St Helier.
- developing action plans to tackle all forms of violence in Jersey.
- helping tackle fear of crime by ensuring that public spaces are well designed.
- working with partners to encourage reporting of domestic abuse, provide a supportive service to victims and reduce repeat offending.
- continuing to develop our capacity and capability to prevent and detect the abuse and neglect of children and other vulnerable people.
- identifying individuals who are prolific violent offenders and working with partner agencies to prevent offending and re-offending.
- supporting the development of a Children's Plan for Jersey.

What will this mean?

By focussing effort and resources on this priority, we will:

- reduce the volume of violent crime committed in Jersey.
- encourage more adult victims of violence and abuse to break their silence and seek support and protection.
- ensure that child victims of abuse and neglect are identified and protected.
- achieve a higher success rate in bringing the perpetrators of serious violent crime to justice.
- encourage people to feel safer in the town centre at night.
- help increase public confidence in and satisfaction with the policing of Jersey.

PROLIFIC AND PRIORITY OFFENDERS

Why is this a Priority?

Crime levels in Jersey are very sensitive to the activity of a hard core of prolific offenders, notably in areas such as burglary and vehicle crime. All too often these individuals follow chaotic lifestyles and regularly commit other forms of crime and anti-social behaviour. In addition, these offenders frequently exhibit behaviours or problems which place disproportionate demands upon the resources of different States Departments.

The impact of these prolific offenders on community safety is evidenced by Police custody records. In 2008, States of Jersey Police made 2,862 arrests³. These were not all different individuals. Just 98 people were arrested at least four times each over the course of the year and accounted for nearly 20% of the total number of arrests made.

Priority offenders may not be as persistent in their offending but they pose a risk of serious harm to the public because of the nature of the offences they are prepared to commit. Of particular concern at present is the increase in online abuse and grooming of children and the Force is currently investigating offences involving a large number of online child victims in Jersey.

In prioritising policing activity and resource allocation, it follows that we should focus on identifying and targeting the individuals who are the most prolific offenders, the most persistently anti-social in their behaviour and those who pose the greatest threat to the confidence and safety of our community. The more effective the Service can be in working with partner agencies to identify and limit the activities of these key individuals, the safer our community will become.

Our Aim

To reduce the impact of prolific and priority offenders on crime and community safety in Jersey

What will we do to achieve this?

States of Jersey Police will continually seek to improve our capacity and capability to meet the challenges presented by prolific and priority offenders. The investment required ranges from specialist training to technical resources in areas such as computer forensics. Reducing the harm caused by these individuals also requires close collaboration between different agencies. We will support and promote the continued development of this partnership approach and will contribute by:

- using the National Intelligence Model to identify and prioritise Prolific and Priority Offenders with reference to the nature and volume of the offences they are committing, the harm they cause and their current or potential impact on the local community.
- developing interventions that disrupt, deter and prevent the activity of prolific and priority offenders.
- ensuring effective and timely investigation and prosecution of Prolific and Priority Offenders.
- promote multi-agency collaboration to provide interventions to divert Prolific and Priority Offenders from offending and manage the threat they pose to the community.

³ 2008 data is used to present full calendar year statistics.

What will this mean?

By focussing effort and resources on this priority, we will:

- be more effective in making Jersey safer by tackling those whose persistent offending has the greatest impact on our communities.
- reduce the volume of crime committed by prolific and priority offenders.
- achieve a higher success rate in bringing key offenders to justice.
- increase the risks for offenders seeking to gain access to child victims via the internet.
- help people feel safe living in their neighbourhoods.
- help increase public confidence in and satisfaction with the policing of Jersey.

SERIOUS AND ORGANISED CRIME

Why is this a Priority?

Organised crime poses a genuine threat to Jersey's society, economy and way of life. In the United Kingdom, it is estimated that the total cost of the social and economic harm caused by organised crime is in the region of £30 billion a year. Its victims range from those whose lives are ruined by drug addiction to businesses who suffer losses from fraud or are forced to close in the face of intimidation or illegal competition. The effects on communities are very real.

Jersey is not immune to this threat. In 2009, one of Britain's most influential criminals was convicted for conspiring to import £1 million worth of illegal drugs into the Island as "a little starter". Protecting our community against the social harm that would result from powerful criminal organisations securing control of the supply, and managing demand for, illegal drugs in the Island is a priority.

Whilst some organised crime groups regard Jersey's illegal drugs market as a source of lucrative earnings, others seek to launder the proceeds of crime through the Island's financial services industry. Maintaining a regulatory and enforcement regime that is effective in tackling financial crime is vital if Jersey is to protect its reputation and viability as an offshore finance centre.

The threat posed by organised crime does not just relate to drugs and money laundering. If such organisations seek to establish a local presence, their tactics can involve violence, intimidation and corruption. They can also use their substantial assets to invest in legitimate businesses and gradually infiltrate the Island's institutions and way of life.

Our Aim

Ensure Jersey remains a hostile environment for organised crime groups by working relentlessly to identify, disrupt and dismantle them, bring offenders to justice and remove their assets.

What will we do to achieve this?

Tackling the threat posed by organised crime groups requires that States of Jersey Police maintain sustained investment in developing our capacity and capability to contend with the scope and sophistication of the threat they pose. In 2010 we will -

- further enhance our intelligence systems, analytical and technical resources.
- continue to develop a comprehensive financial intelligence regime based on strong cooperation with domestic and international partner agencies and local financial institutions.
- further improve our capacity to target the proceeds of criminal activity and ensure that those engaged in criminal activity do not benefit from it.
- support and advocate measures to increase the risks for criminal organisations by strengthening control mechanisms and by identifying and reducing loopholes in legislation, the criminal justice system and vulnerable sectors in general.

What will this mean?

By focussing effort and resources on this priority, we will:

- identify and target criminal organisations and actively disrupt, deter and detect their activity.
- disrupt the supply of illegal drugs in Jersey.
- comply with international standards for Financial Intelligence Units.
- deprive criminals of the assets derived from their criminal activity.
- help increase public confidence in and satisfaction with the policing of Jersey .

ANTI-SOCIAL BEHAVIOUR

Why is this a Priority for 2010?

Only a small percentage of the population in Jersey are directly affected by serious violence, organised crime groups or prolific and priority offenders. In contrast, anti-social behaviour can have a greater impact on day-to-day life because the problems tend to be far more visible and can take many different forms. Whilst the behaviours concerned do not always amount to criminal acts, regular exposure to problems such as noisy and aggressive neighbours or speeding motorists can have a profound impact on people's feelings of safety and quality of life.

Our Aim

To work with partner agencies in local communities where anti-social behaviour problems emerge and ensure that people can go about their daily lives without fear of intimidation or harm.

What will we do to achieve this?

Police managers will invariably face competing demands for limited resources. In making decisions about priorities, they must take into account the nature and volume of incidents in any particular community, the potential harm to individuals or the community as a whole and whether the problem is likely to disappear of its own accord or require active intervention. This priority therefore requires a way of working in which an in-depth understanding of the needs and expectations of local communities is routinely reflected in States of Jersey Police's decision-making and service delivery.

Again, this is an area where the Police cannot deliver the desired results on their own. Tackling anti-social behaviour effectively invariably requires intervention by a range of different agencies. In 2010, States of Jersey Police will

- Promote and support the development of the cross-departmental strategy and delivery plan necessary in order for the Police, partners and the community to work together to solve anti-social behaviour problems in Jersey
- Develop our capacity and capability to gather intelligence at a neighbourhood level and profile community problems
- Deliver policing services based around local police officers who are visible, accessible, skilled, knowledgeable and known to the community
- Provide a mechanism to make choices about policing priorities when working in a resource-limited environment and to manage public expectation.
- Establish multi-agency coordination and cooperation so appropriate action is taken to provide sustainable solutions and ensure policing interventions are integrated with other services

What does this mean?

By focussing effort and resources on this priority, we will:

- help people feel safe in their neighbourhoods
- help reduce the incidence of anti-social behaviour
- help increase public confidence in and satisfaction with the policing of Jersey

MAKE EFFECTIVE USE OF OUR RESOURCES

Why is this a Priority for 2010?

The economic downturn has placed significant pressures on government revenues and spending in Jersey and the States Strategic Plan gives priority to ensuring sustainable public finances and reforming the public sector to improve efficiency.

States of Jersey Police are currently allocated just under £22.5 million for 2010. About 90% of this budget is allocated to staff and training costs or other fixed expenditure (eg; rents) over which the Service has no control. Our planning process has to take into account the need to manage increasing demand for police services with a declining resource base.

Our Aim

Make optimum use of the available resources to deliver the safety and security our community expects.

What are we going to do?

States of Jersey Police will pursue the following corporate development objectives in 2010:

- Participate fully in the planned States comprehensive spending review to ensure that key stakeholders can make informed decisions about the long term resource requirements necessary to meet the demands of policing Jersey.
- Continue to implement the findings of the internal organisation structure and resource allocation review completed in 2009.
- Seek to increase operational capacity by streamlining and rationalising current work practices and implement defined projects through a structured and prioritised change management programme.
- Look at opportunities presented by workforce modernisation ensuring the workforce mix of police officers and staff is efficient, effective and sustainable.
- Implement a programme of peer review, external audit and internal improvement to ensure that the organisation is operating ethically and efficiently and to drive continuous improvement.
- Develop and implement an information technology development programme designed to make best possible use of technology to achieve best possible efficiency and cost effectiveness.
- Develop and implement a human resources strategy designed to maintain a motivated and flexible workforce, equipped with the right mix of skills to deliver a truly professional service.
- Make recommendations to promote and support partnership working across the public sector to help ensure corporate efficiency across the States and greatest impact on community safety.
- Make recommendations to improve the efficiency and effectiveness of the criminal justice system, offender management and the needs of victims and witnesses.
- Establish an Organisational Learning Register to coordinate and manage organisational learning
- Further develop our capacity to identify, assess and manage strategic and operational risks
- Plan and manage the partial relocation of Police Headquarters into new office accommodation

MANAGING OUR PERFORMANCE

Our resources (staff, equipment, facilities, etc) are funded with public money assigned to the Police budget by the States. Both government and the public therefore have a vested interest in seeing a return on their investment and expect to see tangible results in terms of community safety and policing performance.

Managing Police performance is about making effective decisions about how best to prevent and detect crime. It also entails continually reviewing whether what we are doing is proving its worth and can be justified in the face of other competing demands. In 2010, difficult choices will have to be made about reducing or prioritising different services and managing demand. At the same time, we must retain community confidence and trust. It is therefore vital that we can demonstrate that we are using our resources both wisely and effectively.

What are we seeking to achieve?

Overall progress towards our stated aim of making Jersey safer is monitored against a set of key performance outcomes.

- Low levels of recorded crime
- Low levels of the most serious offences
- Strong public perceptions of community safety
- High levels of trust and confidence in the Police
- A high proportion of crime results in offenders being brought to justice
- A high proportion of prolific and other priority offenders are brought to justice

The likelihood of these key performance outcomes being achieved often depends not only on 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 they are solely responsible for the result.

Measuring Key Performance Outcomes

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 seen by many people as the definitive measure of police effectiveness. However, we would caution against placing too much reliance on any single performance indicator. 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 represent the high level outcomes for community safety in Jersey. They are underpinned by detailed performance measures that detail operational performance and workload in order to inform management decisions and monitor trends in crime locally. Comprehensive performance data will be published regularly during 2010.

KEY PERFORMANCE OUTCOME MEASURES

Levels of Recorded Crime
Number of crimes per 1,000 population
Levels of the Most Serious Offences
Number of serious acquisitive crimes per 1,000 population
Number of serious violent crimes per 1,000 population
Number of serious sexual crimes per 1,000 population
Offenders Brought to Justice
% of crimes resulting in an offender being brought to justice (charged or reported for prosecution)
Percentage of serious acquisitive crime brought to justice
Percentage of serious violent crime offences brought to justice
Percentage of serious sexual crime offences brought to justice
Public Perceptions of Community Safety
% of people who consider their neighbourhood to be very/fairly safe
% of people who think anti-social behaviour is a particular problem in their neighbourhood
% of people who feel very/fairly safe when visiting St. Helier town centre at night
A single 'fear of crime' indicator based on the amalgamated results of questions posed in the Jersey Annual Social Survey 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 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
A single 'trust' indicator based on the amalgamated results of questions posed in the Jersey Annual Social Survey showing the percentage of people who agree that States of Jersey Police: <ul style="list-style-type: none"> ▪ can be relied upon to be there if they need them ▪ treat everyone fairly, regardless of who they are ▪ would listen to them if they had a concern about local community safety ▪ treat them with respect if they have contact with them for any reason ▪ would provide a good service if they needed their assistance

CONTACTING STATES OF JERSEY POLICE

EMERGENCIES	In the event of an emergency, where someone's life is in danger or a crime is taking place	CALL 999
OTHER CONTACT BY PHONE	To report all other crimes and incidents or to make general enquiries	CALL 612612
	All departments at States of Jersey Police can also be contacted through our main switchboard.	
WRITING TO US	You can write to us at:	States of Jersey Police Police Headquarters Rouge Bouillon St Helier Jersey JE4 8ZD
E-MAILING US	You can e-mail us at:	sojp@jersey.pnn.police.uk
WEBSITE	For further information about States of Jersey Police, you can refer to our website	www.jersey.police.uk
CRIMESTOPPERS	Crimestoppers enables you to provide information anonymously that could help solve a crime. You will not be asked your name and your call cannot be traced, but you can make a difference.	CALL 0800 555 111