

POLICING JERSEY 2008



States of Jersey Police
Policing Plan 2008

CONTENTS

	Page No
Contents	1
Introduction by the Chief Officer	2
Structure of the Plan	3
SECTION 1: ORGANISATIONAL STRUCTURE AND KEY SERVICE AREAS	4
Organisational Structure, Key Service Areas and Support Services	5
SECTION 2: POLICING PRIORITIES 2008	10
Financial Crime Investigation	12
National Security and Anti-Terrorism Policing	14
Illegal Drugs	16
Street Violence and Disorder	18
Anti-Social Behaviour and Neighbourhood Policing	20
Prolific Offenders	23
Public Protection	24
Road Safety	27
SECTION 3: CORPORATE DEVELOPMENT PRIORITIES	30
Value for Money	31
Quality of Service	35
Performance Measurement	36
SECTION 4: MANAGING OUR HUMAN RESOURCES	43
Glossary of Abbreviations	44

INTRODUCTION BY THE CHIEF OFFICER

Welcome to the States of Jersey Police Policing Plan for 2008. I am pleased to report that this Plan has been produced at a time when the overall crime levels in the Island continue to follow a downward path. This Plan sets out how the Force intends to use its resources in 2008 in a way intended to further improve Jersey's position as a relatively safe and low crime environment. Some references are made to current trends and statistics. This is to put the Plan in overall context. A comprehensive report on crime, disorder and road safety in 2007 will be published early in 2008.

The low levels of crime in Jersey do not just happen. The fact that criminals run a high risk of being caught in our community is a key factor in maintaining the level of community safety we all enjoy. The Island still benefits from a culture of community safety of a kind which has wilted under a variety of social and economic pressures in the United Kingdom. The Jersey public maintain a strong expectation for Police action to deal with criminal and anti-social behaviour of a kind which, in many other communities, is now grudgingly tolerated as part of the cultural environment. It is important that this does not happen in Jersey

The issues that dominate the public agenda for policing in Jersey tend to be about neighbourhood problems such as anti-social behaviour by teenagers and speeding motorists or those that impact upon the public spaces we all want to enjoy, such as alcohol-fuelled violence and disorder on the streets of St Helier. Maintaining the visible police presence that is required to respond to these issues is resource intensive – it means putting officers out on the beat. In a small Force, the intended service levels depicted in this Plan are always extremely sensitive to the onset of unforeseen demands such as major enquiries or operations or reductions in the number of Police officers available for front-line duty. The plan has, however, been prepared on the working assumption that the Force will be able to operate at or near full strength of the resources set out in the Plan and that the necessary funding will be available for this to happen. If this is not the case, then some adjustment to the commitments made in the Plan may be necessary.

In the last two plans we described how we had responded to growing concerns regarding late night disorder by changing uniformed police deployment in a way which put more officers on the street between the peak times of 11pm and 3am on weekends. This was achieved by making some significant reductions in daytime cover. During our consultations prior to the publication of this year's plan it has become clear that these changes have caused some unease, particularly in respect of the lack of foot patrols during the daytime. At the time of writing, this dilemma has not been resolved within the resource constraints set out in the Plan. Consideration has been given to reducing the commitment to address late night disorder and thereby enable more daytime visibility. This could, however, have significant implications for public safety during the late night peak periods. In 2008, we will continue to consult in an attempt to strike a balance between these opposing priorities.

The risk of becoming a victim of crime in Jersey is continually reducing. The Plan is intended to provide a framework within which this positive trend can be maintained. I therefore hope that it demonstrates the case for ensuring that the resources at the disposal of the States of Jersey Police are kept in balance with the combined challenges presented by our cultural environment, the compliance standards expected of a modern Police Service and the policing of strategic threats to the Island's economy and security.

Thank you for your interest in our 2008 Policing Plan. I hope it provides an insight into the policing challenges we face and our proposed response. I trust that we can count on your support in helping us to make Jersey even safer.



Graham Power
Chief Officer

STRUCTURE OF THE PLAN

Section 1: Organisational Structure and Key Service Areas

Section 1 of this Policing Plan provides an insight into each of the Key Service Areas, including a breakdown of the planned allocation of funding and staff resources between the service areas.

Section 2: Policing Priorities 2008

Section 2 sets out the strategic and operational policing priorities for 2008 and identifies specific development objectives intended to improve or enhance service delivery in these areas. Each development objective is referenced (all Policing Priority objectives are prefaced with a 'P'), includes a rationale and identifies the project sponsor and the quarter in which the project is due to be completed¹

Section 3: Corporate Development Priorities 2008

This section –

- identifies development projects that will be undertaken in 2008 with a view to making optimum use of the resources at our disposal. Each development objective is referenced (all corporate objectives are prefaced with a 'C'), includes a rationale and identifies the project sponsor and the quarter in which the project is due to be completed
- explains the importance we attach to quality of service, how we measure it, and what we will be doing in 2008 to ensure that our services are delivered to a high standard
- sets out the measures against which the performance of the Force can be measured in 2008. The Force will produce quarterly performance reports through the course of the year.

Section 4: Managing our Human Resources

2007 has seen significant transformation of the human resources function throughout the public sector. Following the move to ministerial government in December 2005, each Ministry has been allocated an HR function and the Human resource staff, presently based at Police headquarters, now have responsibility for all Home Affairs Departments. The direct reporting line for this HR team is now to the Head of the HR Profession for the Public Service. The HR team continues to provide a full range of HR services to the Force and this section of the Plan articulates specific development objectives for 2008.

¹ Completion dates are referenced by quarter. (Q1 is by 31/03/08, Q2 is by 30/06/08. Q3 is by 30/09/09 and Q4 is by 31/12/08) The Chief Officer chairs a Quarterly Performance Review Board which monitors implementation of these objectives and hold objective owners to account

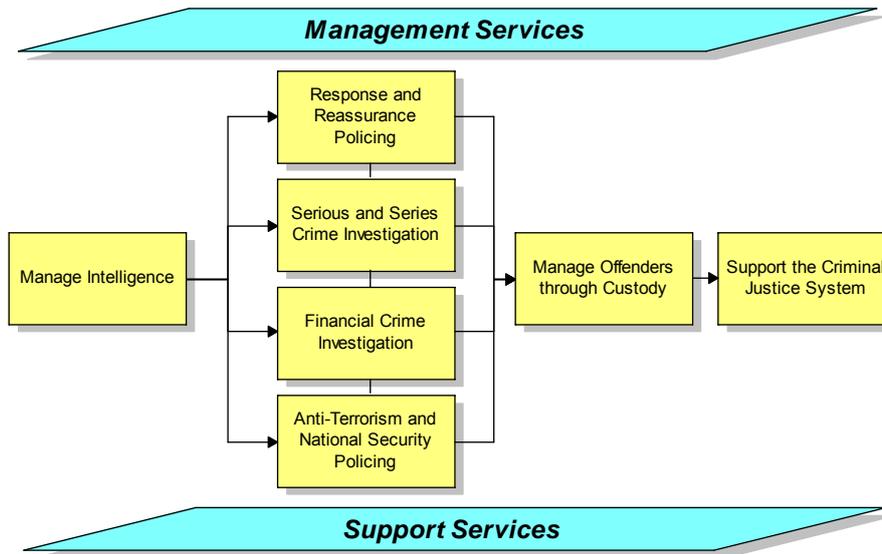
SECTION 1

ORGANISATIONAL STRUCTURE AND KEY SERVICE AREAS

ORGANISATIONAL STRUCTURE AND KEY SERVICE AREAS

This section describes the seven key service areas that deliver core policing services for the Island and the allocation of resources between them. These key service areas are what operational policing in Jersey is all about and about 85% of the total Police and civilian establishment of States of Jersey Police are directly employed in the provision of these services. Their delivery is overseen and given strategic direction by the senior management team and underpinned by a range of essential support services.

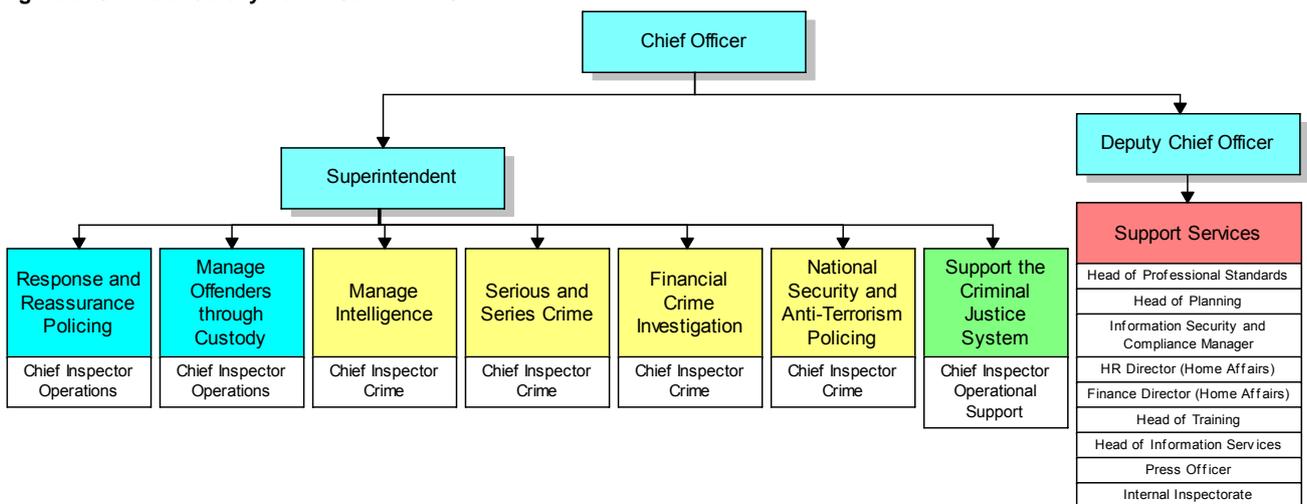
Figure 1: Key Service Areas of States of Jersey Police



Police Command Team

The Police Command Team consists of a Chief and Deputy Chief Officer, a Superintendent and three Chief Inspectors, supported by a Staff Officer and 2.5 secretarial staff. All the Command team also have an active 24/7 operational role and operate on a call out rota to ensure that at least two senior officers are always available.

Figure 2: States of Jersey Police Command Structure



Alignment of Key Service Areas and States Strategy

This 2008 Policing Plan is produced within a wider corporate planning framework which centres upon the States Strategic Plan 2006 - 2011. This strategic document gives rise to annual Business Plans for the States and all the Departments represented on the Council of Ministers.

The Strategic Plan sets out the main aims and objectives of the Council of Ministers and the outcomes that will result from the achievement of these aims. It commits the States of Jersey to –

- Maintain a strong, successful and environmentally sustainable economy
- Create the environment in which everyone in Jersey has the opportunity to enjoy a good quality of life
- Promote a safe, just and equitable society
- Maintain and enhance the natural and built environment
- Create a strong, recognised identity for Jersey and promote a real sense of belonging
- Ensure that States services are necessary, of high quality and efficiently run

These aspirations will only become reality if service delivery at departmental level is aligned to the Strategic Plan. The first and third commitments have a direct impact on the key services delivered by States of Jersey Police. Figure 4 on page 7 opposite illustrates this alignment, through the outcomes that the States have committed to achieve and the objectives defined in the Home Affairs Business Plan. It enables everyone in the States of Jersey Police to understand how their role helps deliver services in accordance with the government’s strategic priorities.

A Costed Policing Plan

The Police budget for 2008 is £22,229,165. Figure 3 provides an overview of the allocation of these funds between our Key Service Areas. It also shows the staff and non-staff costs of the Police Command Team and Support Services. Non-staff costs include essential requirements such as Police equipment (vehicles, communication systems, IT infrastructure, licences etc) and building maintenance and rental. A more detailed breakdown of staff and non-staff costs for each Key Service Area is provided in Figure 5 on page 8. It should be emphasised that policing is a dynamic activity that must take into account operational needs and the reallocation of staff and budget between service areas is sometimes necessary.

Our support services are designed to support, facilitate and improve front-line policing. They are essential to the efficiency and effectiveness of the Force. It should be noted that all Finance and Human Resources staff now come under the remit of the Home Affairs Department. A breakdown of the staff allocation between the different support services is set out in Figure 6 on page 9.

Figure 3: Planned Police Revenue Expenditure 2008

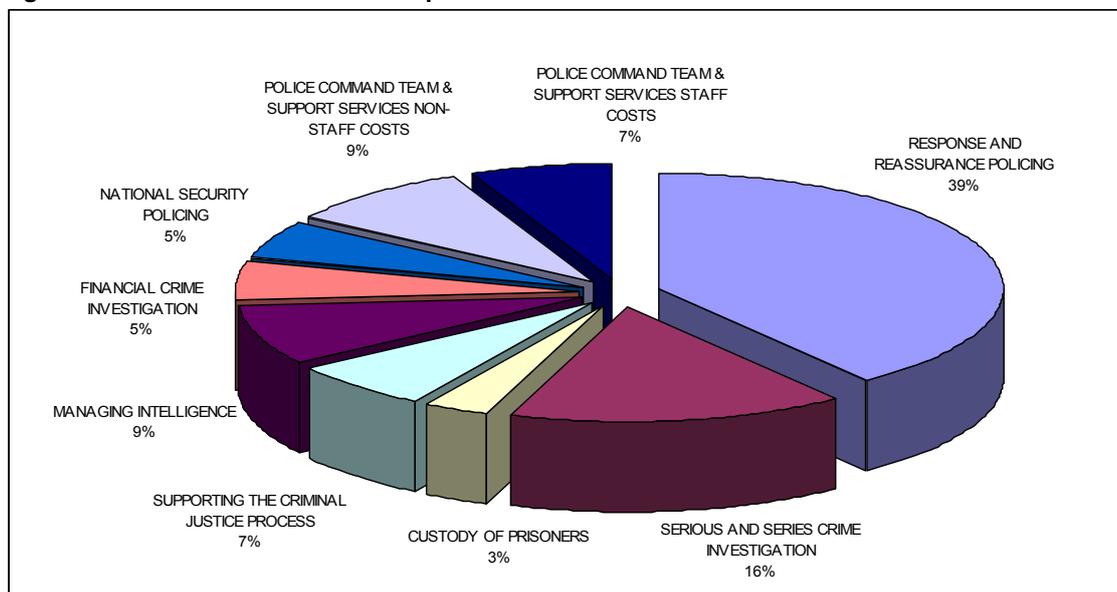


Figure 4: Strategic Vision to Operational Delivery – Linking the States Strategic Plan to Operational Policing

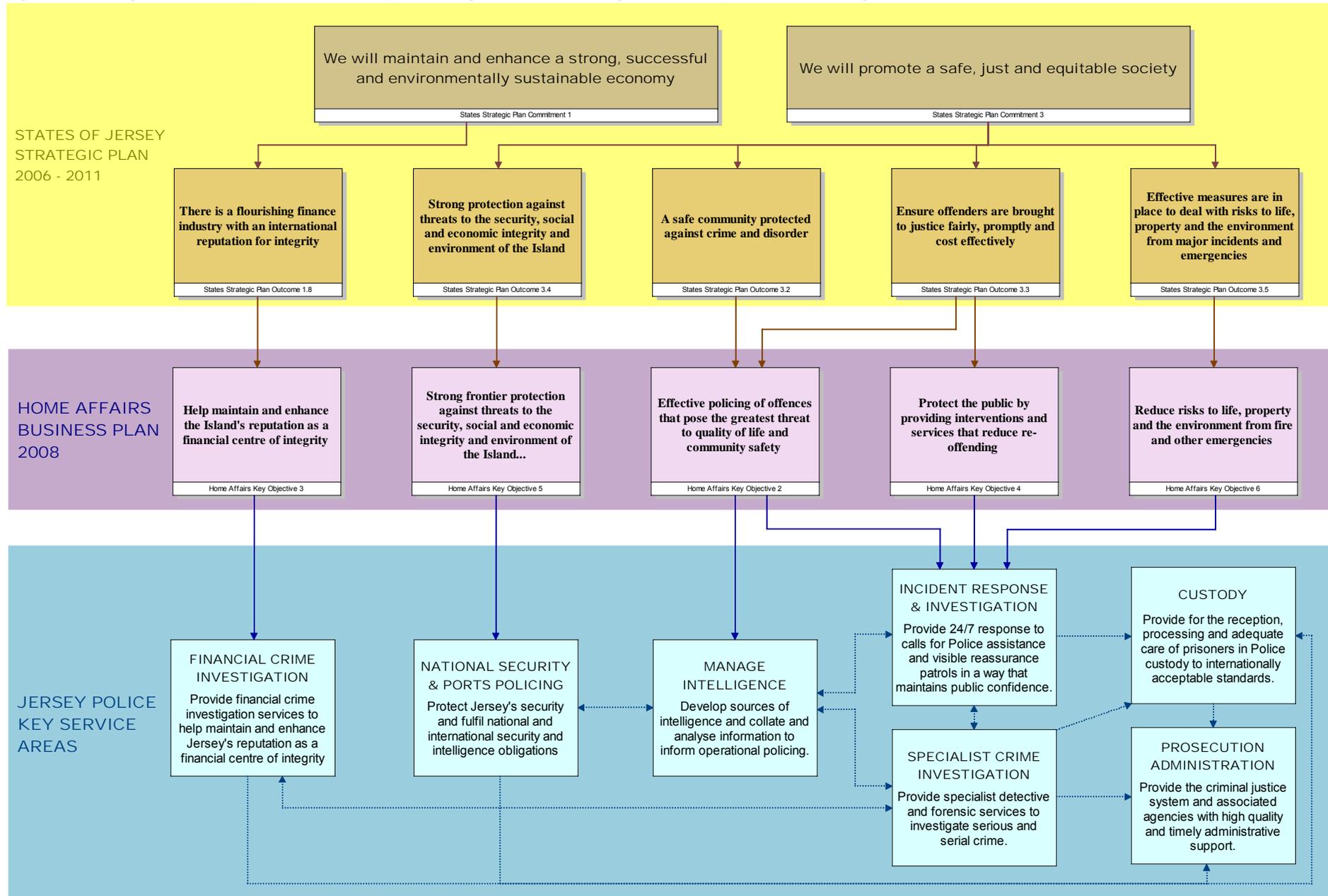


Figure 5: States of Jersey Police Key Service Areas²

SERVICE	FUNCTION	STAFF COSTS (£)	NON-STAFF BUDGET (£)	UNIT	Inspector	Sergeant	Police Constable	Civil Servant	Manual Worker
Manage Intelligence	Develop sources of intelligence, collate and analyse information to inform operational policing and ensure compliance with Regulation of Investigatory Powers legislation.	1,488,331	435,061	Joint Intelligence Bureau	1	2	8	8	x
Response and Reassurance Policing	Provide 24/7 response to calls for Police assistance and visible reassurance patrols in a way that maintains public confidence.	8,421,971	472,307	Uniformed Shifts	5	10	75	x	x
				Community Safety Branch	1	2	23	1	x
				Enquiry Desk	x	x	x	8	x
				Force Control Room	0.5	5	5	5	4
				Property Store	x	x	x	1	x
Serious and Serial Crime Investigation	Provide specialist detective and forensic services to investigate serious and serial crime.	3,126,252	376,975	Reactive Investigation Team	1	2	8	x	x
				Proactive Investigation Team	0.5	1	8	x	x
				Drugs Squad	1	2	8	x	x
				Public Protection Unit	1	1	8	x	x
				Scenes of Crime	x	x	2	5	
Financial Crime Investigation	Provide financial crime investigation services to help maintain and enhance Jersey's reputation as a financial centre of integrity.	1,070,786	97,739	Joint Financial Crime Unit	1	2	10	3	x
National Security Policing	Protect Jersey's security and fulfil international security and intelligence obligations	1,062,477	95,179	Special Branch	0.5	2	11	1	x
Manage Offenders through Custody	Provide for the reception, processing and adequate care of prisoners in Police custody to internationally acceptable standards.	600,833	101,783	Custody Unit	x	5	5	x	x
Support the Criminal Justice System	To provide the criminal justice system and associated agencies with high quality and timely administrative support.	1,401,339	101,021	Criminal Justice Unit	x	3	7	14	x
Total Resources		17,171,990	1,680,067		12.5	37	178	46	4

² FTE posts are rounded to the nearest 0.5

Figure 6: States of Jersey Police Command Team and Support Services

SERVICE	FUNCTION	ACPO Grade	Supt	Chief Inspector	Inspector	Sergeant	Police Constable	Civil Servant	Manual Worker
Police Command Team	Provide strategic direction and leadership for the Force	2	1	3	x	1	x	x	x
Professional Standards	Ensure the integrity of the Force by Investigating complaints and conducting internal disciplinary investigations as required.	x	x	x	1	1	1	0.5	x
Police Training	Train new police recruits and provide appropriate local Police training programmes, including specialist firearms training.	x	x	x	1	2	3	1	x
Internal Inspectorate	Maintain a cycle of internal reviews and inspections to continually drive improved performance and efficiency.	x	x	x	1	x	x	0.5	x
Information Services	Develop, manage and maintain - <ul style="list-style-type: none"> ▫ the Force's information systems, including data links to States of Jersey and national Police networks and database and application products to store information in police systems. ▫ Police communications infrastructure including telephones, radios and town CCTV system. ▫ a service desk function for users. 	x	x	x	x	x	x	7	x
Planning & Performance Management	Provide business planning, public consultation, collate crime data and coordinate performance management services for the Force.	x	x	x	x	x	x	2	x
Media & Public Information Officer	Respond to daily media enquiries, liaise between operational officers and journalists and arrange the release of information in an open and proactive manner	x	x	x	x	x	x	1	x
Facilities	Plan and manage building works and maintenance, health and safety, and provide stores, messenger and cleaning services.	x	x	x	x	x	x	3	5
Information Security and Compliance	Provide criminal record checks, including employment vetting checks on people working with vulnerable people and children, and process subject access applications under the Data Protection Law	x	x	x	x	x	x	6	x
Canteen	A limited service is available to cater for Police staff and provide prisoner meals.	x	x	x	x	x	x	x	2.5
Rostering	Manage computerised rostering system to forecast staff availability and plan optimum use of Police resources accordingly	x	x	x	x	x	x	2	x
Welfare Officer	Supply welfare advice and support to management and staff.	x	x	x	x	x	x	1	x
Secretarial Services	Provide secretarial support to the Police Command Team and provide typing services to Police investigators to type up interview records	x	x	x	x	x	x	6	x
Events Planning	Provides a coordinated planning service for a variety of public events where public safety is a primary concern	x	x	x	x	x	1	x	x
Total Staff Resources		2	1	3	3	4	5	30	7.5

STATES OF JERSEY POLICE
POLICING PRIORITIES 2008

POLICING PRIORITIES 2008

Overall Crime

The overall level of recorded crime is traditionally regarded as the basic measure of policing performance in protecting community safety. Overall crime in Jersey fell by nearly 7% in 2005 and a further 4% in 2006. Crime continued to fall over the course of 2007 and, by the end of October, total crime for the year to date was 5% down on the same period in 2006.

This performance should also be set in context of changes in two important variables that exert an important influence on overall crime levels -

- The Island's population has grown by nearly 2,000 since 2002. All things being equal, this should have placed upward pressure on the total volume of crime committed. In fact, the number of crimes per 1,000 population in Jersey has reduced from 62 in 2002 to about 54 in 2007.
- Another important factor to take into account was the strong correlation between youth offending and overall crime in Jersey. The population of 14-17 year olds was set to increase by 14% between 2002 and 2007 but the anticipated incremental pressure on overall crime has been contained.

In terms of comparisons with other jurisdictions, the Island's crime rate is on a par with Guernsey and the Isle of Man but nearly 50% below that recorded in England and Wales.

Strategic Policing Priorities

The Strategic Plan sets out an unequivocal expectation that the Island's finance industry will receive strong protection against money laundering and other financial crime and that strong protection should be provided against threats to the Island's security. These requirements are directly aligned to two of the Force's key service areas –

- Financial Crime Investigation
- National Security Policing.

These service areas are of such fundamental importance to government strategy that we define financial crime investigation and national security policing as **strategic priorities**.

Operational Policing Priorities

The two strategic priorities are largely focused on external threats to the Island's security and economy. Whilst the consequences of service failure in either could be devastating, Islanders tend to be more immediately concerned about the community safety issues that affect their day-to-day lives. Hence the States also expect Jersey to be a safe community protected against crime and disorder and our **operational policing priorities** therefore focus on the issues that pose the greatest threat to community safety in Jersey. These priorities reflect our own assessment of crime trends as well as public consultation findings to ensure that we remain in touch with the concerns of our community. Our operational policing priorities for 2008 are -

- Illegal Drugs
- Street Violence and Disorder
- Anti-Social Behaviour and Neighbourhood Policing
- Prolific Offenders
- Public Protection
- Road Safety

Financial Crime Investigation

Our Aim

Provide financial crime investigation services that help maintain and enhance the Island's reputation as a financial centre of integrity

Why is this a Strategic Priority?

At the end of June 2007 there was estimated to be in excess of £211 billion on deposit in Jersey, 68% in foreign currency. The burgeoning fund management sector also has over £210 billion under management. There are 47 banks, nearly 200 trust companies and 33,000 registered companies in the Island. More than one in five of the Island's working population are directly employed in the finance industry, which also provides much needed work for other related sectors of the economy, such as law, accountancy and IT firms. 60% of Jersey's gross domestic product is derived from the finance sector. The importance of properly resourced policing and regulation to help maintain the Island's reputation as an offshore finance centre with effective regulation and enforcement standards is self-evident.

The States have therefore decided that protecting and developing the Jersey finance industry's international reputation for integrity should be a key feature of the Island's five year strategy. Jersey has signed up to internationally agreed standards on financial crime investigation and set up the Joint Financial Crime Unit to investigate serious fraud, money laundering and other major financial crime. Most investigations involve criminals living in other countries and the proceeds of crimes that took place elsewhere. The JFCU's main role is to stop these criminals using Jersey to deposit their money or launder their assets.

Current Performance

2007 has been the busiest year since 2002 for the submission of Suspicious Activity Reports (SARs) to the JFCU. A significant driving factor behind this increase was a UK Tax Amnesty which prompted an unusual level of reports. 1,424 SARs had been received by the department by the end of November 2007 compared to 1,034 for all of 2006 and 1,162 for all of 2005. A combination of new legislation in other jurisdictions, the implementation of new legislation governing the finance industry locally, growing awareness and cooperation in the local finance sector and the extension of reporting requirements to some non-financial businesses in the Island are all likely to ensure that SARs submissions will continue to follow an upward trend in the years ahead.

The number of requests for assistance from financial crime investigation agencies in other jurisdictions remains relatively stable. 639 requests had been received by the JFCU by the end of November 2007, compared to 663 requests for all of 2006, and 663 for all of 2005.

These figures are only indicative of the overall volume of work received by the JFCU and it is important to recognise that one such submission can result in a multi-million pound investigation taking years to complete. At the end of November 2007, the JFCU had about 360 live investigations underway. With this workload, the JFCU must inevitably prioritise cases and focus resources on those investigations where the potential damage to the Island's reputation is greatest.

The Way Forward in 2008

Financial Crime Investigation will remain a strategic priority for States of Jersey Police in 2008. In pursuance of this aim, the Force has set the following objectives -

Ref	Objective	Rationale	Owner
P1	Fully support agreed recommendations arising from the joint JFCU/LOD Business Plan in 2008.	Concurrent with the development of this Policing Plan, the JFCU has worked in partnership with the Law Officer's Department to produce a five-year plan. This arises out of the remediation plan developed as a result of the 2003 IMF Inspection. The Law Officers and the JFCU work closely together in relation to sharing of intelligence, investigations and in sharing information relevant to mutual legal assistance requests. The joint plan has been designed as a route map setting out where the departments see themselves now and where they want to be in the years ahead.	DCI Crime (Q4)
P2	Implement agreed recommendations arising from the IMF inspection in 2003.	The IMF Inspection in 2003 gave rise to recommendations concerning the organisation and delivery of financial crime investigation services in Jersey. A remediation plan was developed and over the past few years JFCU has participated in a strategic working group to implement the recommendations. During 2008 the Force will test and bed in both new legislation and working arrangements in preparation for the October 2008 IMF Inspection.	DCI Crime (Q4)
P3	Implement and utilise powers arising from new Proceeds of Crime (Cash Seizure) and Civil Asset Recovery (International Cooperation) (Jersey) Laws 200-	Impending cash seizure legislation will have an impact on not only the JFCU but SOJP as a whole. The legislation will provide "in land" powers not only to seize funds emanating from drug trafficking but also proceeds from all crimes. Training will need to be rolled out across the board to ensure that these new essential powers are fully utilised.	DCI Crime (Q3)

National Security and Anti-Terrorism Policing

Our Aim

Protect Jersey's security and fulfil international and national security and intelligence obligations

Why is this a Strategic Priority?

The States of Jersey have decided that strong protection against threats to the security, social and economic integrity and environment of the Island should be a key feature of the Island's five year strategy.

The United Kingdom currently faces a high risk of attacks by international terrorists and countering terrorism is a key national security priority. Whilst Jersey is not currently considered to be a likely target for direct terrorist attack, our policing activity is intended to provide public reassurance and prevent terrorists accessing transport networks through the Island. Nor can we ignore the fact that increasingly strong counter-terrorism security measures in the United Kingdom may cause some displacement of terrorist activity. Again, we aim to deliver effective policing services that dissuade terrorists from regarding Jersey as a 'soft' alternative target.

In addition to the part we play in countering the terrorist threat, effective border controls play an important role in monitoring the movements of criminals in and out of Jersey. People with criminal histories including serious sex and violence offences and the use of weapons are identified entering the Island on an almost daily basis by our Special Branch officers. This intelligence is vital to public protection and crime investigation both locally and in the United Kingdom.

Current Performance

This priority is serviced by a dedicated service area within States of Jersey Police. Special Branch is the fulcrum of our national security policing effort but a range of other units, including response units, scenes of crime officers and specialist firearms and surveillance officers abstracted from their normal duties can all be called upon as required. In the event of a major incident, all States of Jersey Police staff have designated roles.

In terms of workload, the repercussions of the terrorist attacks on America in September 2001 continue to impact on Special Branch's port security commitments. Jersey Airport serves 33 UK airports and 18 international destinations. The Airport controls about 80,000 annual aircraft movements and nearly 1.5 million passengers per year. Another 750,000 people also travel through the Island's harbours. A Police presence has been maintained during airport operating hours, almost without exception, since shortly after '9/11'. This creates significant demand on our resources. At the same time, the national response to the threat from international terrorism has led to a significant increase in intelligence activity.

The Way Forward in 2008

National Security and Anti-Terrorism Policing will remain a strategic priority for States of Jersey Police in 2008. In pursuance of this aim, the Force has set the following objectives –

Ref	Objective	Rationale	Owner
P4	Make the case for the introduction in Jersey of up to date legislation to combat terrorism	Jersey has not followed some of the more recent enhancements in the UK to legislation designed to combat terrorism, particularly with regard to supporting or inciting terrorist acts. It is for the States to decide what priority such legislation should be given, but SOJP have a duty to raise political awareness of the issue.	<i>ESG (Q4)</i>
P5	Develop and implement recruitment and training programme to meet future resource requirements of Special Branch	Current resource shortages, combined with the fact that several experienced Special Branch officers are now nearing retirement means that the Unit is facing a potential skills gap. If left unaddressed, this will have a significant impact on the ability of the Unit to fulfil its local and national responsibilities	<i>Q4</i>
P6	Identify suitable and cost effective accommodation for Special Branch officers at the airport as part of the redevelopment of Jersey Airport.	Currently, Special Branch pays a commercial rate for it's accommodation in Jersey Airport. Ongoing changes to the design and layout of the terminal building will impact on this accommodation and provides an opportunity to ensure that the Unit is able to provide the Airport with essential security services from suitable and cost effective accommodation.	<i>Q4</i>
P7	Complete the integration of States of Jersey Police Special Branch into new UK intelligence and security systems	Special Branch operates within a national framework and so must keep pace with enhancement of the IT systems currently being deployed nationally. The majority of funding for this has already been sourced in-house but SOJP are currently seeking to ascertain the local cost implications and implementation timeframe of the next phases of the national development programme.	<i>DCI Crime /IS (Q4)</i>
P8	Contribute to a multi-agency project to review local legislation and procedures in preparation for the introduction of e-borders.	The international e-borders programme is designed to deny access to international travel networks to terrorists, criminals and illegal immigrants. If the Island cannot comply with the requirements of e-borders, Jersey may lose its status as a port of entry into the UK	<i>DCI Crime (Q4)</i>

Illegal Drugs

Our Aim

To disrupt the supply and distribution of, and demand for, illegal drugs.

Why is this an Operational Priority?

Public consultation consistently identifies illegal drugs as being Jersey residents' greatest concern. Drug dealing has topped the poll of Islanders' concerns as the major issue in every survey on crime and disorder over the last five years. In the 2005 Jersey Annual Social Survey (JASS), 77% of respondents considered that drug dealing was a major problem for the Island.

States of Jersey Police share the public's concern in relation to the threat posed by illegal drugs to our society. If illegal drug use became more prevalent in the Island, the harm would impact on all sectors of our society, including the users themselves, their families, the wider community, employers and the public sector. The harm would be measured in terms of –

- Increases in drug-related burglary, robbery and theft. In the UK, it is estimated that as much as 55% of property crime is related to fund-raising to buy illegal drugs;
- Increases in drug-related violence as rival suppliers seek to establish primacy in the local drugs market and through drug debt enforcement;
- A rising fear of crime as a consequence of increases in violent and acquisitive crime and growing awareness of drug supply and use at a neighbourhood level;
- An increase in demand, and associated cost, for Health and Social Services as a result of drug-related deaths and overdoses, new hepatitis and HIV cases due to intravenous drug use, neonatal problems and drug-related mental health and behavioural problems. In addition, there is clearly an association between illegal drug use and the impact of illicit drug use on social care services and the children of drug users;
- Unemployment, productivity and absenteeism as well as educational attainment, financial stability and homelessness. Academic research suggests a strong association between problematic drug use and these issues.

Jersey already has an active illegal drugs market worth millions of pounds each year.³ As with any other market, consumers meet their needs in a variety of ways. Some users import their own drugs in person or by post and may sell small quantities to help fund their habit. This approach entails a much greater risk of being caught whilst importing the drugs and the majority of users buy their drugs locally. That creates a significant 'business opportunity' for criminals willing to organise the importation and supply of commercial quantities of illegal drugs in the Island.

The 'businesses' that have stepped in to exploit this market opportunity take the form of organised criminal cartels based in the UK and Europe. Experience and current intelligence both point to growing interest in Jersey from such organisations who see our affluent community as a small but lucrative market. If the political vision of Jersey being a safe community protected against crime and disorder is to be upheld, policymakers cannot afford to underestimate the consequences of such organisations gaining a more secure foothold in the Island.

³ In a 2004 Scrutiny Panel report, the Alcohol and Drugs Advisory Service estimated daily average use by Jersey heroin users at quarter to half a gram per day and estimated that there were up to 780 heroin users in the Island. A conservative estimate based on only 400 users needing a quarter of a gram per day creates a demand for over 36kg of heroin a year. Added to this should be demand for other drugs such as cannabis, cocaine, ecstasy, etc.

Current Performance

Our principal strategy is to target key players from the criminal networks who conspire to organise the regular supply of commercial quantities of illegal drugs into Jersey. Drug seizures are a valuable bonus from these operations but dismantling the supply networks is of far greater strategic importance than the capture of one such consignment.

88 target individuals suspected of major drug trafficking have been arrested and charged by the Police Drugs Squad since January 2004 and nearly £2 million of their assets have been tracked down and seized. A combination of effective law enforcement and stringent sentencing policies makes Jersey a high risk destination for drug traffickers and so helps contain the Island's drugs problem by restricting availability and supply. This in turn contributes to the wider strategic response to illegal drug use by complementing education and treatment programmes designed to reduce demand.

Notwithstanding these successes, the war on drugs is not one which Jersey's law enforcement agencies can win with current resource levels and legislation⁴. The time and resources required to plan and execute targeted drugs operations and see them through to successful prosecutions should not be under-estimated. The Force has repeatedly indicated that our current level of achievement probably represents the policing effort operating at or near its full potential with the current resources. That said, we believe that the existing effort is delivering vital results as –

- Each successful policing operation can cause significant disruption to drug availability in the Island whilst suppliers regroup and new networks are formed;
- Regular penetration and dismantling of these criminal networks significantly disrupts their ability to establish themselves and develop the market for their wares;

The Way Forward in 2008

In 2008, States of Jersey Police will pursue the following objectives in support of its declared aim to disrupt the supply and distribution of, and demand for, illegal drugs in the Island.

Ref	Objective	Rationale	Owner
P9	<p>Review organisational structures, work practices and resource allocation required to:</p> <ul style="list-style-type: none"> ▫ Reduce the supply of drugs into the Island by targeting drug importation networks and bringing key conspirators to justice; ▫ Disrupt the links between drugs traffickers and users through intelligence-led targeting of drug distribution networks and dealers within the Island; ▫ Reduce the demand for drugs by bringing drug users into contact with agencies who can address their drug use through effective treatment and rehabilitation. 	<p>Jersey cannot afford to stand still in the face of the growing threat posed by organised criminal networks. Whether or not additional funding will be forthcoming for this purpose, we must find ways of enhancing the Island's drugs enforcement capability or risk losing ground that will prove difficult to recover in the future. It should also be noted that a successful drugs enforcement strategy carries implications for other partners, including the parishes, courts, drug treatment agencies, prison and probation services.</p>	DCO (Q1)

⁴ New proposals for more effective asset seizure powers may help in this area.

Street Violence and Disorder

Our Aim

To reduce street violence and disorder associated with the Island's night time economy

Why is this a Priority?

St Helier is the focus of Jersey's night time economy with about 90 pubs and night clubs. On a busy evening weekend, up to 4,000 people will be out and about in the town centre. Over the course of a year, that equates to hundreds of thousands of people enjoying St Helier's night life. It is inevitable that some trouble will arise when large numbers of people who have been drinking are brought together, moving around in a relatively small space. Unfortunately, the potential for problems is aggravated in Jersey by a number of factors –

- The Island has a strong drinking culture and alcohol consumption per person is significantly above that of the UK. Every year around £111,000,000 is spent on alcohol in the Island⁵. The Medical Officer of Health has expressed particular concern that '*we were gradually winning the fight against alcohol misuse but binge drinking is a new challenge*'. Over a third of young adults in Jersey now binge drink⁶. In policing terms, the consequences of this drinking culture are measured in terms of alcohol-fuelled physical and sexual violence.
- States of Jersey Police have been pressing for changes to the Island's out-of-date licensing laws for some time. It is no coincidence that the busiest times for the Police follow the 11pm and 2am closing times when different types of drinker who frequent different venues are brought together at the point when they are at their most drunk. By forcing these drinkers outside at the same time, the legislation is making the policing problem more difficult.
- Police concerns regarding the issue of late night transport have so far not been entirely resolved. The current arrangements, whereby there are no buses and a limited supply of taxis can lead to tensions when large crowds exit from licensed premises. The recent initiative by the Safer St Helier project in partnership with the Jersey Taxi Drivers Association to introduce 'Taxi Marshalls' in St Helier is welcome and the effect will be evaluated in 2008.
- Unfortunately, the task of individual police officers in dealing with some offenders continues to be made more difficult by the shortcomings of the legal powers available to them. Currently, for example, only a person who can be proved in a court of law to have been totally "drunk" can be prosecuted for disorderly behaviour. New legislation was considered by the States in January 2007 but then deferred pending amendments. Our officers must continue with their current powers until such time as the new legislation is brought into force.

The cumulative effect of all these factors is that States of Jersey Police face a bigger policing challenge in managing violence and disorder in Jersey's night time economy than is necessary. None of the solutions to these issues fall within the remit of the Force. Some progress is being made towards a joined up and coherent government strategy to deal with these issues but, in the meantime, States of Jersey Police must commit significant resources to ensure that the problem of street violence and disorder in Jersey continues to be contained well within its potential. By so doing, we are helping to reduce the risk of becoming a victim of violent crime, reduce demand for health and social care services and criminal injury compensation, reduce

⁵ Annual Report of the Medical Officer of Health 2007, page 34.

⁶ Ibid

costs to businesses resulting from criminal damage to property and staff absenteeism and maintain Jersey’s reputation as a safe tourist destination.

Current Performance

In 2005, we recognised that, with the number of police officers available during peak periods for street violence and disorder, we were not able to provide an appropriate match of resources to demand. In January 2006, a new shift system was introduced to try and provide a solution from within our existing resources. One of the key features of its design was the ability to police peak periods of night time street violence and disorder with up to 50% more officers than in the past.

The return on this investment is reflected in a 21% increase in the number of assaults recorded compared to the same period prior to the introduction of the new shift system. Indeed, it would be surprising if the increase in policing activity had not led to more offences being recorded⁷. This does not necessarily mean that there has been an absolute increase in street violence and disorder. We believe it has more to do with the Force making greater inroads into the problem by dealing with more offences that were previously going unreported. This contention is supported by evidence that the number of calls from the public to report street violence and disorder is in decline and the number of people attending the Hospital with assault injuries is at its lowest level in three years.

It must be emphasised that the effort to tackle alcohol-fuelled violence and disorder is being resourced at the expense of other policing activity, most notably at the expense of daytime policing. Police staffing levels during the day and early evening have been cut by up to 20% in order to provide a stronger night-time presence. At the same time, the public’s appetite for the reassuring presence of a police officer on the beat or the policing of issues at neighbourhood level such as speeding motorists and anti-social behaviour continues unabated. The fact is, however, that the officers who would normally provide these services are increasingly tied up in late night policing and prosecuting offenders for violence and disorder. Nor is the burden solely borne by the uniformed shifts as detectives from specialist crime units are also being drawn in to help with interviewing offenders in custody and reinforcing officers on patrol as required.

The Way Forward in 2008

In 2008, States of Jersey Police will continue to prioritise the policing of street violence and disorder in Jersey’s night time economy and give high priority to the following objectives–

Ref	Objective	Rationale	Owner
P10	Support corporate initiatives towards the development of a joined up and coherent government strategy addressing the underpinning causes of street violence and disorder in Jersey.	The solutions to Jersey’s growing binge drinking culture, late night transport or the Island’s outdated licensing and public order legislation do not lie within the remit of the Police but we will continue to do all we can to maintain the profile of these issues and support government action to achieve solutions	ESG (Q4)
P11	Ensure that adequate Police resources can be deployed to police peak periods for street violence and disorder	We will continue to prioritise the deployment of officers in sufficient strength to safely – <ul style="list-style-type: none"> ▫ ensure that licensees abide by the law, ▫ maintain a high visible police presence in key hotspots to deter violence and disorder, ▫ respond swiftly to reported incidents and bring offenders to justice. 	Ops Mgt (Q1-4)

⁷ Having more officers on patrol means we get to incidents sooner and are more likely to locate victims. Nearly two-thirds of assaults are reported by witnesses and many victims only record a complaint because they are located and approached by the Police.

Anti-Social Behaviour and Neighbourhood Policing

Our Aim

To provide positive policing intervention in neighbourhoods where crime and anti-social behaviour impact on quality of life

Why is this an Operational Policing Priority?

Year on year, the recorded crime statistics demonstrate that the risk of becoming a victim of crime in Jersey is reducing. And yet, in the face of this evidence, the public generally tend to believe that crime in the Island is getting worse.

What the crime statistics cannot take account of is the cultural environment in which we live. Research has shown that people often find local disorders (eg; youths hanging around in particular places shouting insults to passers-by) more threatening to local safety than some more serious crimes like burglary. The community may remain unaware of individuals becoming victims of such crime whilst other offences, such as anti-social behaviour and graffiti have a greater impact because they are far more visible. These disorders –

*‘are especially distressing to many people because they represent an apparent breakdown of previously-accepted conventions of respect and responsibility to others in public places. We all have to negotiate our way through public spaces in the course of our everyday lives; if such spaces become unpredictable, with people often acting offensively, this can cause quite significant personal distress’.*⁸

Unlike crime, an intermittent threat that in theory the Police could be expected to deal with, anti-social behaviour can form a persistent background to everyday life in certain neighbourhoods. These experiences have more of an impact on peoples’ perceptions of risk than crime statistics and quality of life can suffer if their concerns lead to changes in their beliefs and behaviours.

In Jersey, anti-social behaviour by a minority of young people is an issue of growing concern amongst the general public. Aside from drugs, it was the only issue in the 2005 Jersey Annual Social Survey where a majority of the public believed that the Island has a major problem. The JASS results also suggested that this was not simply an unfounded belief driven by hearsay or speculation, because the issue dominated people’s experience at neighbourhood level. 38% of respondents living in urban or semi-urban parishes identified anti-social behaviour by young people as the principal problem for the Police to address in their neighbourhood.⁹ Overall, 52% of respondents in these areas listed anti-social behaviour by young people as one of the top three policing priorities for their neighbourhood, making it the only neighbourhood problem identified by a majority of respondents.

Current Performance

Neighbourhood policing is recognised as an area that is currently suffering due to a lack of resources in States of Jersey Police¹⁰. With the Force as a whole under strength, only five of the nine Community Officer posts are currently filled and the five uniformed shifts which provide the principal incident response service are also having to operate below authorised staffing levels. This inevitably impacts on our capacity to provide the level of pro-active neighbourhood policing to which we would normally aspire. It is hoped that the new intake of 17 recruits who will be ready for operational deployment by July 2008 will help to ease this situation.

⁸ Sir Anthony Bottoms: Crime and Disorder Policy. <http://www.number10.gov.uk>

⁹ By comparison, the next two highest ranked issues were speeding motorists at 17% and drug dealing with only 6%.

¹⁰ In 2007, the Force could not recruit sufficient Police officers to maintain its authorised strength of 245 Police posts.

Meanwhile, the net effect of these resource issues is that the Force is primarily providing a reactive service to anti-social behaviour issues whilst concentrating a limited pro-active effort on communities identified through our regular tasking process as those in need of most support. What this means in practise is that it is proving difficult to assign identified officers to specific communities. Without this consistency of ownership, it is difficult to gather intelligence, engage effectively with local residents and provide long term solutions to their problems.

In the UK, the Government is investing heavily in the concept of neighbourhood policing, putting dedicated teams of police officers and Police Community Support Officers into specified communities. States of Jersey Police do not have the resources to implement this approach at a neighbourhood level in the Island but, during 2007, the Force developed an Integrated Community Patrol Strategy. The latter is designed to address some of the issues highlighted above and will be implemented when the Force is at full strength. That said, we should recognize the fact that, at parochial level, the Honorary Police provide a valuable service in maintaining a visible presence and addressing some of the anti-social behaviour issues which affect neighbourhoods. We will continue to co-ordinate our own effort with those of the Honorary Police in 2008.

Way Forward in 2008

Ref	Objective	Rationale	Owner
P12	Review the feasibility of introducing 'Key Individual Networks' in identified hotspot neighbourhoods	Police perceptions of activity levels in these key hotspots are based solely on data drawn from Force's incident logs. This is <i>quantitative</i> data only. Whilst valuable, it has significant limitations. It can be distorted upwards by the expectations of a few who repeatedly demand police action, or fail to represent worse activity because residents feel there is no point in complaining to the Police – or, report to the Honorary Police instead. In 2007, the Force has been exploring how best to develop a structured form of communication with residents of these key hotspots to provide <i>qualitative</i> data about their perceptions of anti-social behaviour and the policing of their community. The Force will review best practise and explore the feasibility of developing these 'Key Individual Networks' during 2008.	CI Community Safety (Q2)
P13	Review the feasibility of introducing the Integrated Community Patrol Strategy in identified hotspot neighbourhoods	Apart from Community Officers, police officers who attend key hotspot neighbourhoods are going from one response incident to another and so have no long term ownership or accountability for community safety in the area. Our research has shown that whilst the Force regularly patrols key hotspots, this is the cumulative result of lots of individual officers making intermittent visits. These officers gain little knowledge of residents or the key ringleaders at the heart of the problems. The Integrated Community Patrol Strategy is intended to address this issue but is dependent upon staffing levels in the Response and Reassurance Service Area being restored to authorised levels. We hope this will be achieved when the latest intake of new recruits become operational in the summer of 2008.	CI Community Safety (Q2)

P14	Maintain a dynamic programme of proactive operations and initiatives designed to reduce anti-social behaviour in target communities	In 2008, the Force will make optimum use of available resources in delivering a pro-active neighbourhood policing service. Ongoing consideration will be given to plain clothes operations to target key offenders, test purchase exercises to deter sale of alcohol to under-age drinkers, letters to parents to promote parental responsibility for the whereabouts and behaviour of their children, problem solving initiatives that encourage partner agencies to share the responsibility for neighbourhood issues.	CI Community Safety (Q1)
-----	---	--	-----------------------------------

Prolific Offenders

Our Aim

To reduce levels of key acquisitive crimes by bringing prolific offenders to justice

Why is this a Priority?

Acquisitive crime – which covers any offences where property is stolen – usually accounts for over 40% of all recorded crime in the Island. Our decision to define prolific offenders as a policing priority is based on research which shows that a hard core of offenders tend to commit a large proportion of crime. Burglars don't just burgle. In Jersey, these criminals are generally after money, goods they can consume for themselves like cigarettes or alcohol, or property they can easily sell for cash. It makes no difference whether they acquire these goods through burglary, shoplifting or theft. This is why intelligence-led targeting of such offenders has become such an important feature of policing in Jersey. If we can effectively target the right people, we can impact not only on key offence categories such as burglary and vehicle crime but also have a knock-on effect on other forms of acquisitive crime.

Current Performance

2006 proved to be a remarkably successful year in terms of reducing the levels of the most serious types of acquisitive crime in Jersey. Burglary ended up 18% down on 2005 and 15% down on the average for the previous three years. It is worth remembering that, in the early Nineties, there used to be about 750 burglaries a year in the Island. In 2006, there were just over 400. Significant results were also achieved in reducing vehicle crime in the Island with a 17% drop in the number of offences compared to 2005. Overall vehicle crime was also 17% down on the three-year average and bicycle theft was 15% down on 2005.

The key question going into 2007 was whether this level of performance would be sustained. A second consecutive year of low crime levels in key offence categories would give grounds for optimism that intelligence-led targeting of prolific offenders was delivering lasting change. By the end of November 2007, burglary was fractionally down on the same period in 2006 and vehicle crime was 10% down. Overall acquisitive crime in the Island was also 9% down

Whilst these results are encouraging, there is no room for complacency. Crime rates in key offence categories such as burglary and vehicle crime in Jersey are very sensitive to the actions of a handful of offenders. Unfortunately, many Islanders are lax about domestic and vehicle security and offence rates can soar rapidly if one or two determined offenders become active. In particular, we are aware that successes in targeting drug supply may push up street prices and lead to more acquisitive crime. The community will only continue to enjoy declining levels of acquisitive crime as long as pro-active police work maintains unrelenting pressure on the Island's criminal fraternity.

The Way Ahead in 2008

States of Jersey Police will therefore retain its priority focus on prolific offenders in 2008.

Ref	Objective	Rationale	Owner
P15	Review the tasking and targeting of prolific offenders to clearly identify priority targets, allocate ownership & accountability and ensure sustained tasked activity against them	This objective forms part of an ongoing review of our tasking process to ensure that the Force can respond quickly to 'hot intelligence' about current criminal activity whilst also keeping longstanding criminals who are believed to be generally active under close review.	CI Crime (Q1)

Public Protection

Our Aim

To protect vulnerable individuals and the wider public from sexual, violent and other potentially dangerous offenders.

Why is this an Operational Priority?

The protection of the public has always been core police business. This is reinforced by the Human Rights (Jersey) Law which requires government to protect the rights and security of citizens. However, no single agency, including the police has the capacity to deliver public protection alone and success in this area depends on participation in efficient partnership working. There are three key strands to this priority and the consequences of crime committed in each can be devastating for individuals, families, communities and the public as a whole. Although the threat posed can never be completely eliminated, the public is entitled to expect the States of Jersey Police to do all they reasonably can to prevent serious harm and reduce re-victimisation and risk for future potential victims.

- **Child Protection**

Child abuse encompasses all circumstances of ill treatment of children by strangers, family members and other people known to the child. It includes physical abuse, sexual abuse, emotional abuse and neglect. Children in Jersey are by no means immune and the States of Jersey Police seek to take effective action against offenders so that they can be held accountable through the criminal justice system, while safeguarding the welfare of the child.

The reform of policy and procedures in this area, coupled with new training for shift officers and joint working and training with a variety of partner agencies and other interested parties, means that there has already been a considerable increase in workload over the past two years. On top of this, during 2007, the Force opened a child abuse investigation which has developed into the biggest enquiry of its kind in the Island's history. By the end of 2007, the investigation had recorded details of a number of suspects and more than 70 victims and witnesses. This sort of major enquiry has a significant impact on resources.

- **Domestic Abuse**

Domestic abuse is a major problem for society and for the Police. About one in four of all the assaults recorded in Jersey are domestic violence related. About 60% of the recorded assaults on women in the Island are committed by partners, former partners or other adult family members. In reality, that figure may well be even higher as research shows that many domestic violence assaults go unreported.

Whatever form it takes, domestic violence is rarely a one-off incident. More usually, it is a pattern of controlling behaviour that deprives victims of the freedom to live their lives how they want, and without fear. There are also significant links between child abuse and domestic violence. Where one type of abuse exists, the other is also likely to be present. Failure to identify and investigate domestic violence could result in failure to protect the safety and well being of the adult victim and their children.

- **Public Protection**

Where convicted sex offenders who are subject to notification requirements are living in the community, our responsibility under impending legislation will be to protect the public by identifying, assessing and managing the risk they pose in a multi-agency environment. The Police National Computer identifies the names of over 250 convicted sex offenders with a

Jersey address. The newly appointed Public Protection Officer is currently in the process of reviewing these records and it is estimated that between 100 and 130 of these people should be registered retrospectively once the law is in place. New convictions will then add to this number. In addition, the postholder is in frequent contact with UK forces concerning UK registered offenders who are living in the Island.

Clearly these additional responsibilities carry resource implications. These were originally assessed prior to the findings of the HMIC inspection work on public protection in the United Kingdom in 2005 and again in 2007. This has identified that the resource implications of managing sex offenders in the community are more significant than could have been predicted in 2004. Based on independent assessments of best practise, the Force has provided Ministers with a comprehensive brief on the assets necessary to achieve compliance with the new law.

Way Forward in 2008

In 2008, the Force will pursue the following key objectives –

Ref	Objective	Rationale	Owner
P16	Implement agreed recommendations in order to achieve compliance with latest HMIC inspection protocol for Police Public Protection Units	HMIC have recently published new inspection protocols for Police Public Protection Units that encompass the work of domestic abuse, child protection and public protection units. SOJP will conclude its own audit of compliance with these protocols and seek to implement appropriate recommendations to achieve the requisite standards.	DCI Crime (Q4)
P17	Conduct a Force Inspectorate audit of domestic abuse incident management	The audit is intended to identify ways of improving incident recording, attendance and investigation standards Improving the quality of information thus submitted to the domestic abuse team should free up their resources to focus on (a) supporting the investigation and prosecution of domestic abuse cases and (b) providing targeted support to victims identified as being at high risk of ongoing abuse.	PPI (Q1)
P18	Corporate IT systems are in place for the management of child abuse and domestic violence notifications, referrals and investigations	The existing IT systems used in the Public Protection Unit for the management of child abuse and domestic violence notifications, referrals and investigations, need to be upgraded and integrated with other Force computer systems. This will improve the efficiency of the Unit and facilitate better supervision of case progress and help ensure that front line staff have better access to prior history information before attending a DV incident.	IS (Q2)
P19	To produce a consultation document and drafting instructions to support the preparation of new sexual offences law for Jersey.	In the UK, the Sexual Offences Act of 2003 gave the substantive law on sexual offences the most thorough overhaul and modernisation it has ever received. It is now proposed to review Jersey legislation to improve the prosecution process and provide alternative ways for vulnerable witnesses to give evidence	DCI Crime (Q2)

P20	Implement the MARAC process	MARAC provides a multi-agency forum for sharing information and taking actions that will reduce further harm to those assessed as very high risk victims of domestic abuse and their children.	DCI Crime (Q2)
P21	Secure the resources necessary to achieve compliance with ACPO protocols on the management of sex offenders in the community	Public protection work is generally extremely demanding and stressful. In order to fulfil responsibilities to the public and also to ensure the welfare, health and safety of individual staff members, it is recommended in the UK that officers should not be required to manage more than fifty Registered Sex Offenders in the community at any one time. This suggested workload assumes that PPU officers have the necessary administrative and intelligence led support. Furthermore, protecting the public is such a potentially high risk area of business that national guidelines stress the importance of high standards of intrusive supervision. Based on best practice and professional advice, Ministers have been advised that compliance with the new law will require additional resources consisting of an initial outlay of £15,000 and £2,500 a year thereafter on computer systems, licences and maintenance and a Detective Sergeant, Detective Constable and a civilian administrator costing approximately £160,000 a year. ¹¹	DCI Crime (Q4)

¹¹ All calculations based on 2007 costs

Road Safety

Our Aim

To reduce road traffic injury casualties by targeting the offences that pose the greatest threat to the safety of other road users.

Why is this an Operational Priority?

When asked what issue they would want the Police to tackle in their neighbourhood, the majority of people place speeding motorists amongst their top priorities. It is apparent that, whilst the danger posed by gross speeders is of paramount concern, general abuse of limits is a real issue for the people of Jersey.

Residents want the speed limits outside their homes to be properly respected. Chronic abuse of those limits creates a perception of danger and affects people's quality of life. This is likely to manifest itself in behaviour changes, especially for the most vulnerable road users – children, other pedestrians and cyclists. It will also be forcibly expressed through demands for Police action, as evidenced by public surveys, and public pressure to keep reducing speed limits on local roads.

Current Performance

The purpose of speed enforcement is to prevent speeding offences by –

- exerting a deterrent effect on driver behaviour and
- detecting and reporting offenders so their offending behaviour can be addressed

Using conventional methods of speed detection, States of Jersey Police have never been 'fit for purpose' in their capacity to deliver speed enforcement to a level likely to achieve a sustained impact on driver behaviour in Jersey. The only way this could have been done was through the long term commitment of large numbers of police officers to roadside speed enforcement activity. This would not have been sustainable, would have had a marked impact on other police operations and would have represented poor value for money to the taxpayer. This was acknowledged by the working party which last reviewed the Island's speed limits in 2004 and reported –

'Evidence showed that speed limits in themselves are ineffective in significantly reducing traffic speeds without strict enforcement, which will always be constrained by limitations in manpower.'

Up until 2006, the number of motorists reported for speeding in Jersey had averaged around 860 a year for at least twenty years. By comparison, research has shown that there are up to 2,000 offences per day on some roads in the Island. The inevitable conclusion from these statistics is that conventional methods of policing speed in Jersey have minimal impact on driver behaviour either through deterrence or the prosecution of habitual offenders. Drivers must have a reasonable expectation of being caught speeding if they are to change current behaviours and conform to speed limits. As a consequence, chronic abuse of ineffective speed limits has a tangible effect on quality of life in Jersey. This may not be measured in terms of deaths and serious injuries on the roads, but in people's perceptions of road safety and its impact on their daily lives.

New technology, in the form of LASTEC, now offers the prospect of delivering dramatic improvements in road safety, and public perceptions of road safety, in Jersey. The equipment is designed to cope with large volumes of speeding vehicles and can be deployed to different locations several times a day if required. A Roads Policing Unit consisting of two officers has

been created from within existing resources and their role includes deployment of the LASTEC equipment. States of Jersey Police are now in a position to deliver highly effective and cost efficient speed detection at the roadside¹².

Unfortunately, resource and process issues significantly hindered the deployment of LASTEC in 2007. In particular, the high yield of offences generated by LASTEC can overwhelm both the administrative processes required to support the Parish Hall Enquiry process and the capacity of the Enquiries themselves. LASTEC can generate enough speed prosecutions in one hour to keep a Parish Hall Enquiry schedule completely booked out for a week. Despite these teething problems, 1,550 speeding offences had been reported by the end of November 2007, which was 22% up on the three-year average.

The Way Forward in 2008

In 2008, the Force will pursue the following key objectives –

Ref	Objective	Rationale	Owner
P22	Develop a co-ordinated programme of speed enforcement activity across Jersey with clear responsibilities for SOJP Road Policing Unit, uniformed shifts and community officers and the Honorary Police of the twelve parishes	Speed enforcement activity needs to be planned and coordinated if we are to achieve the intended objective of promoting wider adherence to speed limits in Jersey. We also need to ensure that optimum use is made of LASTEC and the traditional speed enforcement equipment available to SOJP and the Honorary Police.	CI Community Safety (Q1)
P23	Resolve the feasibility of adopting Fixed Penalty Notices for specified speeding offences or agree alternative working arrangements with the parish authorities to allow optimum use of modern speed enforcement technology	Government has set speed limits for roads across Jersey and expressed the view that these limits should be better enforced to help change driver attitudes and behaviour. There is a clear public consensus that chronic abuse of speed limits detracts from quality of life. The Force has responded to this mandate and equipped itself to deliver a more effective speed enforcement regime. The detection of speeding offenders is, however, only one part of the criminal justice process. New technology has facilitated a vast increase in productive capacity on the street but this needs to be matched at each stage of the prosecution process. Otherwise, systems designed and resourced to cope with a smaller volume of work will log-jam and fail. Unless all agencies are in agreement and align their working practices, it will prove impossible to deliver the expected results.	CI Community Safety (Q2)

¹² LASTEC is a manually operated speed detection device linked to a camera that photographs the offending vehicle. This dispenses with the need to stop the driver at the roadside and allows the operator to concentrate solely on speed detection. Whilst a police officer using a hand held speed gun might be able to detect three offences in an hour, LASTEC has already demonstrated its capacity to record as many as sixty offences in one hour.

P24	<p>Agree a way forward with the Transport and Technical Services Department (TTS) to measure the outcome of its speed enforcement strategy through the use of automated speed monitors at agreed locations</p>	<p>In 2008, we will explore the possibility with TTS of routinely monitoring a set of agreed sites in order to ascertain whether our speed enforcement programme is having the desired effect of reducing the general abuse of speed limits.</p>	<p>PRU (Q1)</p>
P25	<p>Review the tasking and targeting process for road safety offences to clearly identify priority offenders, allocate ownership & accountability and ensure sustained tasked activity against them</p>	<p>This objective forms part of an ongoing review of our tasking process to ensure that the Force can respond effectively to intelligence received about motorists who pose a danger to other road users.</p>	<p>CI Crime (Q1)</p>

STATES OF JERSEY POLICE
CORPORATE DEVELOPMENT
OBJECTIVES 2008

VALUE FOR MONEY

Context

The States Strategic Plan sets out a commitment to the people of Jersey to ensure that States services are necessary, efficient and of good quality. It sets out to deliver balanced budgets and public services that are recognised as efficiently and effectively meeting people's needs.

States of Jersey Police are fully committed to this concept. The Force will spend just over £22 million of taxpayers' money in 2008. This represents about 4.4% of overall net revenue expenditure by the States of Jersey. The people of Jersey have the right to be assured that this money is being well spent and that we are efficient as well as effective in what we do.

Current Performance

Over recent years, there have been significant reductions in crime in the Island and evidence of strong Police performance. This has been achieved against a background of tight resource constraints. Actual net revenue expenditure by States of Jersey Police has only increased by 10% between 2002 and 2007. Over the same five-year period-

- the cost of living in Jersey has increased by about 20%¹³.
- overall net revenue expenditure by the States of Jersey has risen by about 32%.¹⁴

On a like-for-like basis, government grant and central spending on services for the police in England and Wales will have increased by over 62% between 2000-01 and 2007-08.¹⁵

Not even these figures represent the full picture in terms of value for money. In 2002, the people of Jersey paid 60 pence per person per day for the policing of their Island. Five years on, the size of the population has increased and so have the demands on policing. But each person is now still paying less than 65 pence a day in 2007 - less than 8% more - whilst average earnings have increased by 23%.

About 85% of this expenditure goes on staff costs. Policing is by its very nature a human resource intensive service and, unlike, most public sector services, we operate a full service around the clock for 365 days a year. Keeping just one officer permanently on the beat would actually require six Police posts to cover a rotating shift, leave and other abstractions.

States of Jersey Police will go into 2008 with an authorised establishment of 245 Police and 90 civilian staff. Again, to put this in perspective -

- the Force now has an authorised strength of 245 full-time equivalent Police posts. This is two less than at the time of the first Clothier report on policing in 1996¹⁶;
- since 1997, total Police officer strength has increased by 10.5% in the UK and, over the past five years, been reinforced by the creation of over 13,400 Police Community Support Officers (PCSOs). There is now nearly one PCSO for every 10 police officers in the UK. The number of civilian staff working in the Police Service in the UK has also increased by 39% over this period. Across the 43 police forces of England and Wales,

¹³ In 2002, Police net revenue expenditure was £19,155,694 and the population of the Island was 87,600. Five years on, Police net revenue expenditure for 2007 (as at 30th September 2007) is forecast to be £21,069,700 and the population is now 89,300.

¹⁴ These figures compare actual revenue expenditure in 2002 to budgeted revenue expenditure in 2007. States of Jersey net revenue expenditure in 2002 was £360 million. Budgeted expenditure for 2007 was £474 million.

¹⁵ Written Ministerial Statement by the Minister for Policing, Security and Community Safety (Lords Hansard text for 28 Nov 2006). The comparative figures for England and Wales cover a longer period than those cited for Jersey as they are government-published figures which will take into account variations in calculating methodology

¹⁶ Report of the Independent Review Body on Policing Services in Jersey, July 1996, paragraph 5.1.1, page 20

there are 4.33 Police staff per 1,000 population¹⁷. In Jersey, there are 3.75 Police staff per 1,000 population.¹⁸

- the authorised number of Police officers per head of population is lower in Jersey than that in Guernsey, the Isle of Man or Gibraltar. Jersey has 2.74 police officers per 1,000 population. Guernsey has 2.95 and the Isle of Man has 2.99.¹⁹ In order to match these Police resource levels, States of Jersey Police would need to increase its authorised establishment by about twenty Police posts. The smallest Force in the UK, Dumfries and Galloway in Scotland, has around 3.4 officers per 1,000 population.
- States of Jersey Police also service a visitor population of around 750,000 a year. This represents at least 300,000 more visitors per year than either Guernsey or the Isle of Man.

The Way Ahead in 2008

Whilst States of Jersey Police have effectively managed to maintain a high quality service to the public of Jersey by making efficiency savings, investing in technology and driving continuous improvement, the Force is now under significant resource pressure. If workload in 2008 continues at a similar level to previous years and staffing levels remain close to our authorised strength, the Force should be able to provide an equivalent service to that of 2007. However, any significant increase in workload or staff shortages will be acutely felt amongst front-line units and will have an adverse impact on our ability to deliver the services outlined in this Plan.

The Force will enter 2008 with 12 vacant Police posts against our authorised strength and another 16 officers eligible to retire. On the other hand, 17 new recruits have been appointed and will be available for partial deployment in July. Once this has been achieved, it should be possible to take steps to enhance visibility in areas such as community policing. Meanwhile the issues presented by drink-related disorder require that most foot patrol visibility continues to be focussed on the peak times of 11pm to 3am.

Clearly, States of Jersey Police have a vested interest in making optimum use of the resources at our disposal. In 2008, we will pursue the following corporate objectives –

	Objective	Rationale	Owner
C1	Recruit and train sufficient Police recruits to achieve authorised strength and minimise the impact of staff turnover	It is vital to the efficiency and effectiveness of the Force that recruitment keeps pace with turnover of Police staff in order to achieve and maintain recommended levels in Key Service Areas. This is not just about numbers. It is vital to recruit people from diverse backgrounds with the skills and competencies required to make good Police Officers.	HR/ Training (Q4)

¹⁷ As at 31 March 2007, there were 232,948 full-time equivalent (FTE) Police and civilian staff working in the 43 police forces of England and Wales. Another 1,100 Police staff work for the Serious Organised Crime Agency. The most recently published population estimate for England and Wales was 53,728,800 in mid-2006.

¹⁸ The cited figures refer to professional Police officers and civilian staff in the paid employment of the public sector. On the English side, it does not include national assets such as the British Transport Police, Police National Improvement Agency, Defence Police, Atomic Energy Police or private contractors who transport and manage prisoners, court security officers, CCTV operators and the like. Clearly if these were included they would tip the balance further against Jersey. The figures do not include volunteer staff. They do not therefore include the Honorary Police in Jersey or Special Constables and other community volunteers in other jurisdictions.

¹⁹ Based on 2006 data. Gibraltar has 215 Police officers servicing a population of about 28,000. Their ratio of Police officers per 1,000 population is just under 7.7. To put this figure in perspective, if Jersey was to be policed at the same level as Gibraltar, an additional 442 police officers would be required on top of our existing establishment.

C2	Review the specific impact of the Police recruitment constraints on recommended staffing levels in front line services and identify solutions	<p>States of Jersey Police are in a unique position in the public sector regarding the recruitment of staff. New Police recruits can only be recruited and trained once, or in times of pressing need, twice a year. In contrast with many States Departments, the Force does not customarily recruit from the UK with only 3.5% of police officers having a 'J' category status. In a competitive market for quality staff, this means that the Force rarely attains its authorised strength and vacancies cannot be filled as they arise over the course of the year. Other services such as nursing or teaching can cover such vacancies with supply staff. There is no such option for policing in Jersey. This impacts across all Key Service Areas as officers have to be moved to maintain core staffing levels in all units.</p> <p>The problem is then exacerbated by the fact that probationers do not become partially operational for over 6 months and are still abstracted from front line duties for significant periods over the next 2 years in order to complete their training. Given the high proportion of probationers on the uniformed shifts, this poses significant resource problems.</p>	ESG (Q2)
C3	Review and streamline Police paperwork processes in order to free up more time for pro-active policing activity	A major upgrade of the Force's crime recording and case preparation systems is currently underway. A key feature of this programme is to review and streamline paperwork processes. In 2008, the full resource benefits can be evaluated. It should be emphasised, however, that some administrative work is an inevitable and necessary part of the criminal justice system in order to protect the public and deliver an openly accountable service.	ESG (Q3)
C4	Review opportunities to release Police resources to core policing activity by conducting an assessment of the appropriateness of a range of functions that currently fall to Police officers	Many of the incidents absorbing police time are not really the responsibility of the police at all. Because of the round the clock cover we provide and the fact that we are perceived as the agency of last resort, the police are frequently involved in resolving incidents or situations that should be the responsibility of other public agencies or, indeed, private organisations. We must ensure that police time is not consumed on activities which are properly the responsibility of, or could be done better or more cost effectively by, other agencies. This is not as simple as it sounds. A renegotiation of responsibilities across the police and other public service providers may also require a reconsideration of the powers vested in different public agencies and the hours of cover that they provide. Even if the status quo is maintained, the opportunity cost to the police of providing services on behalf of other agencies needs to be understood.	ESG (Q3)

C5	Review and develop partnership arrangements with the Honorary Police	As the pressure on professional Police services intensifies, we need to ensure that our partnership with the Honorary Police is working to optimum effect. A Memorandum of Understanding has been in place since 2004 and the Honorary Police are already involved in the police response to over 20% of reported incidents in most parishes. In 2008, we will continue to meet with senior representatives of the Honorary Police to review the working of the Memorandum and identify opportunities to build on this existing partnership.	ESG (Q4)
C6	Review resource allocation across key service areas	A number of key policing initiatives, including an integrated community patrol strategy and enhanced domestic violence response capability are on hold due to lack of staff resources. Objectives C1 to C5 and a further review of our shift system may offer some relief to the current pressures. Nevertheless, service cuts may be required in order to ensure that sufficient resources are in place in areas where demand is most pressing.	Supt (Q4)
C7	Secure agreement on the location, design and building timescale for the new Police Headquarters	The search for a new site for Police Headquarters began nearly 10 years ago. In the meantime, the Force has continued 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 now requires significant investment in maintenance and their shortcomings give rise to severe human rights and health and safety concerns. The Summerland factory site was occupied as essential temporary rental accommodation on the understanding that a new headquarters would be ready for occupation in 2005. The Force is now incurring over £100,000 a year in unbudgeted rental expenditure for this overflow accommodation as it awaits a final decision on the location and design of a new headquarters building. It is essential that this design is fit for purpose in allowing the Force to deliver the unique combination of headquarters and operational policing functions required in Jersey.	DCO (Q4)
C8	Deliver the Police National Computer Audit Action Plan arising from an independent HMIC inspection in 2007	States of Jersey Police welcome independent professional scrutiny of our policies, procedures and processes in order to ensure our compliance with agreed protocols and standards. In 2007, our use of the Police National Computer was inspected by HMIC and the Force is currently working on an action plan to implement their recommendations.	CI Community Support (Q2)

QUALITY OF SERVICE

Context

The States expect that public sector services should demonstrably meet people’s expectations and needs. The Home Affairs Business Plan similarly requires that the public should have confidence in the services provided for their safety, protection and security.

‘The power of the police to fulfil their functions and duties is dependent on public approval of their existence, actions and behaviour; and on their ability to secure and maintain public respect’.

Sir Robert Peel’s Principles of Policing, 1829

These principles are already well-established within States of Jersey Police. Successful policing is not only about catching criminals and reducing crime. We take the view that, as well as making sure that people ‘are’ safe by reducing crime, it is just as important to help people to ‘feel’ safe by building trust and confidence in the quality of service we provide. That means people will be more likely to turn to us for help in times of need.

There are many factors which influence people’s perceptions of policing but personal experience, or that of friends and family, of contact with individual police officers is perhaps the most important. Everybody has a right to expect professionalism, courtesy, integrity and compassion from our officers. We aim to deliver a service that meets those expectations and, if we don’t get things right first time, to learn from that experience.

With this in mind, we maintain a series of performance indicators designed to monitor levels of public confidence in the Police. UK research has highlighted that the key drivers of satisfaction with policing are the quality of treatment by staff, the timeliness of an appropriate response and the provision of information. Nearly all individual adults who report becoming victims of crime in Jersey therefore receive a postal survey asking them what they think about the policing service they received. In addition, the Force participates in the Jersey Annual Social Survey every other year in order to find out what the general public think about the policing of their Island. The purpose of these surveys is not only to quality assure our services but also to identify where learning opportunities can be fed back to individual officers.

The Force reviewed the content and format of its Quality of Service Surveys in 2007. Current performance against this suite of quality of service measures is depicted in Figure 7.

The Force also participated in the 2007 Jersey Annual Social Survey but results were not available at the time of writing. It is hoped that the results will be available early in the New Year and we will also take the opportunity to benchmark public perceptions of our performance with States of Guernsey Police, who have recently received the results of a similar consultation exercise.

The Force will seek to build on current performance in 2008.

Figure 7: Quality of Service Performance 2007 to date

Key Performance Indicator	%	Notes
% of emergency calls attended within target response times	93%	We aim to attend at least 90% of incidents within target response times.
% of victims either ‘very’ or ‘totally’ satisfied with Police call handling service	73%	97% expressed at least satisfaction with the service received
% of victims either ‘very’ or ‘totally’ satisfied with Police service at crime scene	77%	96% expressed at least satisfaction with the service received
% of victims either ‘very’ or ‘totally’ satisfied with feedback on progress of police investigation	61%	83% expressed at least satisfaction with the service received
% of crime victims who think Police are doing a good job of policing Jersey	77%	Less than 6% expressed outright dissatisfaction with policing performance

MEASURING POLICE PERFORMANCE

Performance information is the cornerstone of our commitment to making Jersey safer. Good quality information gives us an insight into changing trends in crime, disorder and road safety so that we can provide an appropriate policing response. It also equips managers within the Force with the information they need to manage performance and improve results.

In 2008, the Force will pursue the following objectives –

	Objective	Rationale	Owner
C8	Publish an Annual Report detailing the performance of the Force in 2007	The Annual Report is produced in accordance with the provisions of the Police Force (Jersey) Law 1964, as amended, and informs government and the public of current trends in crime, disorder and road safety over the course of the year.	PRU (Q1)
C9	Review the findings of the 2007 Jersey Annual Social Survey	The findings of the third Jersey Annual Social Survey will be published early in 2007. The survey measures perceptions of Police performance and community safety issues and will help shape the future of local policing.	PRU (Q1)
C10	Publish quarterly reports for the first, second and third quarters of 2008	The quarterly reports provide government and the public with an insight into Police performance and current trends in crime, disorder and road safety.	PRU (Q1-4)
C11	Submit a quarterly balanced scorecard detailing agreed key performance indicators to the Chief Minister's Department	This requirement forms part of a corporate performance framework implemented by the Corporate Management Board.	PRU (Q1-4)
C12	Roll out a performance management framework to unit level	This item was deferred from the 2007 Policing Plan. Considerable development work has been carried out but implementation is dependent upon the upgrade of our crime recording, case preparation and intelligence systems that will now go live in 2008.	PRU/ Ops Mgt (Q2)
C13	Implement new Home Office Counting Rules covering crime detection.	States of Jersey Police deal with the administration of recording and classification of crimes in accordance with the Home Office Counting Rules (HOCR), supplemented by local rules approved by the Home Affairs Minister. In April 2007 (in line with the UK financial year), the HOCR were subject to some significant amendments. SOJP follow the calendar year and will therefore adopt the latest HOCR on 1 st January 2008. Under the new rules, detection rates are now based solely on 'sanction' detections and no account is taken of 'administrative' detections. It is estimated that the changes will reduce the detection rate in Jersey by up to 2%.	CI Community Support (Q1)

Outcome Indicators	
Indicator	Source
Number of recorded crimes per 1,000 population	Police data
% of recorded crimes detected	Police data
% of recorded crimes resulting in charge or disposal through Parish Hall Enquiry system	Police data
% of public who think SOJ Police do a good job of policing the Island	JASS 2007
% of public who are confident they would receive a good service if they needed assistance from SOJ Police	JASS 2007
% of emergency incidents receiving Police attendance within target response times	Police data
% of crime cases submitted to prosecuting authorities within target submission times from date of the offence	Police data
% of process cases submitted to prosecuting authorities within target submission times from date of the offence	Police data
Anti-Social Behaviour and Neighbourhood Safety	
% of residents living in urban/semi-urban parishes who consider their neighbourhoods to be safe/fairly safe	JASS 2007
% of residents living in rural parishes who consider their neighbourhoods to be safe/fairly safe	JASS 2007
Number of crime and ASB incidents reported by the public in target neighbourhoods	Police data
% of people who think anti-social behaviour by young people is a major problem in their local neighbourhood	JASS 2007

Street Violence	
% of population who consider the town centre to be safe or fairly safe at night	JASS 2007
% of people who consider Police do a good job of policing street violence and disorder	JASS 2007
Number of serious assaults taking place in the pubs, clubs and streets of St Helier between 8pm and 4am	Police data
Number of street assaults in hotspot target areas of St Helier between 8pm and 4am	Police data
Number of arrests for street violence and disorder	Police data
% of assaults taking place in the pubs, clubs and streets of St Helier between 8pm and 4am resulting in detection	Police data
Number of violence & disorder incidents reported to the Police in the pubs, clubs & streets of St Helier between 8pm-4am	Police data
Number of assault injuries recorded by Jersey Hospital Accident and Emergency Department	Hospital data
Illegal Drugs	
Number of commercial drug dealer targets arrested and charged as a result of Police operations	Police data
Value of drugs seized in Police operations	Police data
% of people who think drug dealing is a major problem in their local neighbourhood	JASS 2007
% of people who consider that the Police do a good job of policing illegal drugs	JASS 2007
Road Safety	
Number of RTCs resulting in serious/fatal injury per 1,000 population	JASS 2007
Number of RTCs where drink-driving was a contributory factor	Police data
Number of speeding offences detected	Police data
% of people who consider that the Police do a good job of policing road safety	JASS 2007
% of people who think speeding motorists are a major problem in their local neighbourhood	JASS 2007

Prolific Offenders	
Number of domestic burglaries per 1,000 households	Police data
Number of vehicle crimes per 1,000 population	Police data
% of burglaries resulting in detection	Police data
% of vehicle crime resulting in detection	Police data
% of people who say that Police do a good job in tackling burglary	JASS 2007
% of people who say that Police do a good job in tackling violent crime	JASS 2007
Number of serious assaults per 1,000 population	Police data
Public Protection	
Number of domestic abuse incidents attended	Police data
% of domestic abuse incidents resulting in a recorded crime	Police data
% of incidents attended where power of arrest exercised	Police data
% of domestic abuse crimes that result in prosecution	Police data
Number of child protection cases investigated/prosecuted	Police data
Number of historic child protection investigations/prosecuted	Police data
Number of joint child protection strategy meetings	Police data
Number of police protection orders issued in child protection cases	Police data

Financial Crime Investigation	
Number of suspicious activity reports (SAR) submitted to the Joint Financial Crimes Unit (JFCU)	Police data
% of SARs requiring investigation	Police data
Number of requests for assistance (RFA) from other jurisdictions	Police data
% of RFAs requiring investigation	Police data
National Security Policing	
<p>Comment This is not an area that lends itself easily to numerical measurement. From a Police perspective, our key aim is to maintain an appropriate level of policing activity to dissuade terrorists from targeting or using Jersey to access transport networks and provide reassurance to the travelling public. Our Special Branch officers also play an important role in monitoring and intercepting criminals as they travel in and out of the Island. Measurement is based on compliance with counter terrorism standards set by the Association of Chief Police Officers in the UK</p>	
Quality of Service	
% of victims at least satisfied with the handling of their call for assistance by Police operators	Police QoS Surveys
% of victims at least satisfied with the service from the Police officers who first attended scene	Police QoS Surveys
% of victims at least satisfied with feedback on the progress of the Police investigation	Police QoS Surveys
Number of public complaint cases per 100 officers	Police data
% of crime victims who think SOJ Police do a good job of policing the Island	Police QoS Surveys

<i>Corporate Performance</i>	
Expenditure against profiled budget	Home Affairs data
Expenditure against profiled overtime budget	Home Affairs data
% of Internal Audits assessed at 3 or above	Home Affairs data
% of capital projects within budget	Home Affairs data
% of capital projects on schedule	Home Affairs data
Number of days sickness per employee	Police and Jersey Statistics Unit data
Number of police officers per 1,000 population	Police and Jersey Statistics Unit data
Number of Police and civilian staff per 1,000 population	Police and Jersey Statistics Unit data
Cost of service per head of population	Home Affairs & Jersey Statistics Unit
Number of detected crimes per investigating officer	Police data
Number of arrests per investigating officer	Police data
Number of prosecution cases per investigating officer	Police data

MANAGING OUR HUMAN RESOURCES

2007 has seen significant transformation of the human resources function throughout the public sector. The HR team based at Police Headquarters now provides an HR service to all Home Affairs Departments and has a reporting line to the Head of the HR Profession for the Public Service. In recognition of these new working arrangements, this Plan identifies ongoing priority objectives that the HR team will deliver or support in partnership with the Force during 2008.

Ref	Objective	Rationale
HR1	Further develop the HR function in line with the corporate "HR Transformation" programme	This is a corporate initiative driven by the Chief Minister's Department. It will be essential to take into account the unique requirements of SOJP whilst seeking to maximise the benefits of business partnering and shared services.
HR2	Further improve and develop implementation of the Managing Attendance Policy	The Force has made considerable progress in reducing absenteeism in recent years and will ensure pro-active management of the Managing Attendance Policy. The Attendance Review Panel will robustly monitor implementation of the Policy.
HR3	Further improve and develop implementation of the SOJP Equality and Diversity Policy	The Force will continue to – <ul style="list-style-type: none"> ▫ make proactive efforts to attract female and minority group candidates for Police recruitment ▫ develop a culture of equality and diversity, both in terms of service delivery to our customers and our internal working relationships
HR4	Further develop and enhance the current Leadership & Development Programme	The Leadership & Development Programme incorporates succession planning, secondments and leadership training in order to ensure that the Force has an adequate supply of officers who meet the required standard for promotion through the rank structure
HR5	Support improvements to employee communications and engagement	The Force will continue to pursue implementation of the agreed actions arising from the 2006 corporate 'Have Our Say' staff consultation programme and will participate in the follow up survey in 2008. The Force will use the opportunity to include questions in order to gauge staff perceptions on Police specific issues.
HR6	Support further development of the performance review and appraisal process to align individual objectives with the Policing Plan.	The Force will continue to ensure that all staff (appraisers and appraisees) are properly trained and that implementation of the process is subject to ongoing monitoring and evaluation.
HR7	Complete implementation of corporate HR and Payroll Information Systems	This is a corporate initiative driven by the Chief Minister's Dept which requires significant preparation and implementation activity at departmental level.
HR8	See C1 on page 33	This duplicates Objective C1 to recruit and train sufficient Police recruits to achieve authorised strength and minimise the impact of staff turnover

GLOSSARY OF ABBREVIATIONS

The following abbreviations are in common use in Police parlance and regularly feature in States of Jersey Police publications.

ACPO	Association of Chief Police Officers
ANPR	Automatic Number Plate Recognition
BCU	Basic Command Unit
CBRN	Chemical, Biological, Radiological and Nuclear
CCTV	Closed Circuit Television Camera
CI	Chief Inspector
CJU	Criminal Justice Unit
CJS	Criminal Justice System
CRB	Criminal Records Bureau
CSB	Community Safety Branch
DVS	Driver and Vehicle Standards
FTE	Full-time Equivalent
HOCR	Home Office Counting Rules
HR	Human Resources
IMF	International Monetary Fund
IS	Information Systems
JASS	Jersey Annual Social Survey
JFCU	Joint Financial Crime Unit
JIB	Joint Intelligence Bureau
NIM	National Intelligence Model
PCSO	Police Community Support Officer
PII	Police Internal Inspectorate
PIT	Proactive Investigation Team
PNC	Police National Computer
PPU	Public Protection Unit
PRU	Planning and Research Unit
RFA	Request for Assistance
RIT	Reactive Investigation Team
RTC	Road Traffic Collision
SB	Special Branch
SAR	Suspicious Activity Report
“24/7”	Policing 24 hours a day, 7 days a week