

MAKING JERSEY SAFER



States of Jersey Police Policing Plan 2011

**Presented to the States on 8th February 2011
by the Minister for Home Affairs**

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INTRODUCTION BY THE CHIEF OFFICER

Welcome to the 2011 Policing Plan for States of Jersey Police.

Everybody in Jersey has a vested interest in how our Island is policed. Good policing is essential to the safety and prosperity of our community. This Policing Plan helps explain how we intend to deploy our resources and focus policing effort in the year ahead to help protect the public and keep our community safe.

Jersey continues to be a safe place to live, visit and do business. This doesn't just happen by accident and it is evident that the Force has enjoyed some significant success in reducing crime and bringing offenders to justice over the last few years. This is reflected in very positive perceptions of neighbourhood safety and strong levels of confidence in the Police as evidenced by recent Jersey Annual Social Surveys.

The challenge we now face is not only to do better still, but to do so with fewer resources. Over the next 3 years, States of Jersey Police will be required to achieve nearly £1.9 million in savings as required by the Comprehensive Spending Review. It is worth noting that whilst expenditure on policing in England and Wales has increased enormously over the past ten years, the real value of the Police budget in Jersey has declined. The Force is therefore already well versed in maintaining standards of performance with shrinking resources. The obvious commitment to delivering efficiency and effectiveness is evident throughout this Plan and will serve the organisation well in meeting the challenges that lie ahead.

There is little doubt that financial pressures will require a fundamental review of law enforcement in the Island. Throughout this process, we must always ensure that cost cutting decisions are balanced against threat, harm and risk. We must also ensure that public trust and confidence in the Police is sustained. It will also be more important than ever for the Force to engage with the people of Jersey to ensure that they remain confident in our ability to protect our community from harm and deliver an efficient and effective service.

It is evident that States of Jersey Police have been longstanding proponents of a corporate approach to some of the key community safety issues in the Island, particularly with regard to the night-time economy of St. Helier. It would seem that some progress has been made in bringing key partners to together to discuss the way forward. This initiative now needs to gain momentum so that Jersey can benefit from joined up approaches that are demonstrably working elsewhere.

Our partnership with the Honorary Police continues to be vital to the security and well-being of our community. Over the next few years, it will be increasingly important for States of Jersey Police and the 12 parishes to work

together and explore new ways of working that will make our relationship even more effective.

Throughout this Plan there is a clear desire to ensure that our resources are effectively utilised to make a difference. The aim, as always, is to ensure that we provide a quality service to those who turn to us for help and to play our part in making Jersey safer.

Mike Bowron
Chief Officer

ABOUT STATES OF JERSEY POLICE

States of Jersey Police serve a resident population of 92,500 people, as well as over 700,000 visitors to the Island each year.

At face value, the challenges involved in policing Jersey would appear to equate to those of policing a small town in the United Kingdom. But Jersey's status as a Crown Dependency with its own government and legislation create a distinct policing environment.

- The fundamental difference is that States of Jersey Police must be largely self-sufficient in developing and maintaining services that are provided through a local, regional and national level Police Service infrastructure in the United Kingdom.
- States of Jersey Police are also required to provide a range of functions that would normally be delivered by other service providers in the United Kingdom. For example, we play an enhanced role in supporting the administrative requirements of the criminal justice process, provide a vetting and barring service, manage and maintain the town CCTV system and maintain the Island's central firearms register.
- The Service must also police the Island's ports. Jersey Airport serves about 40 different destinations and handles around 1.5 million passengers a year. Another 750,000 travel through the Island's sea ports.
- Jersey's role as an international finance centre means that the Service has a key function as a Financial Intelligence Unit that works with enforcement agencies around the world to combat money laundering and terrorist funding.

States of Jersey Police currently operate with a funded establishment of 236 police officers and about 90 civilian staff. The high ratio of police officers to civilian staff reflects a practical requirement to maintain operational resilience. There is no immediate recourse to reinforcements from outside Jersey. Many officers are trained in specialist skills over and above those required for their normal duties so that they can be called upon at any time to perform specialist roles such as firearms, search, surveillance, siege negotiation, collision investigation, public order, CBRN response and family or sexual offence liaison. Keeping officers at the requisite level of expertise requires significant investment in training.

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

Honorary Police

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

Strategic Priority 7 Steering Group

States of Jersey Police are one of the key partners charged with delivery of Strategic Priority 7 of the States Strategic Plan 2009–14: *Protect the public and keep our community safe*. Responsibility for this priority is vested in a Steering Group which brings together senior managers from across the States to identify key community safety issues and develop cross-departmental solutions.

CONTEXT OF THE 2011 POLICING PLAN

In 2009, the States approved a Strategic Plan setting out what the government of Jersey hoped to achieve over the next 5 years. This Policing Plan demonstrates how our planned service delivery for 2011 is aligned to the government's strategic priorities.

Our Purpose

The Strategic Plan states that the public *'have the right to expect that the fundamentals of the state are in place, such as protection from harm, effective law enforcement and security, a fair and functioning criminal justice system, secure borders and clear rights and responsibilities for individuals'*.

States of Jersey Police exist in order to help deliver these core services. Our contribution is reflected in the common statement of purpose for policing:¹

'The purpose of the police service is to uphold the law fairly and firmly; to prevent crime; to pursue and bring to justice those who break the law; to keep the Queen's Peace; to protect, help and reassure the community; and to be seen to do all this with integrity, common sense and sound judgement.'

Our Vision

Priority 7 of the States Strategic Plan states that: *'people need to feel safe in their homes and community'* and sets an expectation that: *'Islanders should all be able to enjoy a safe, just and thriving community. This means securing public confidence in our ability to deal successfully with all aspects of community safety.'*

Jersey is already a safe community but we want to keep making a difference. Low levels of crime don't just happen. Individually and as an organisation, we will do our utmost to make our Island an even safer and better place in which to live. Our vision statement demonstrates our commitment to this goal.

An Island where our residents and visitors are safe and feel secure

¹ The common statement of purpose was defined by the Association of Chief Police Officers in 1992.

What to Expect

In delivering our vision, we are committed to providing a high quality service:

RESPECTFUL	We treat all people with dignity, compassion, respect and understanding
RESPONSIBLE	We act with professionalism, calm and restraint and accept responsibility for our actions
RELIABLE	We adhere to high standards of service and keep our promises
REASONABLE	We are fair and impartial and apply common sense and sound judgement in everything we do

DEVELOPING THE 2011 POLICING PLAN

Daily business as usual for States of Jersey Police encompasses activities as diverse as call handling and response, reassurance patrols, crime investigation, managing intelligence, port security, custody of prisoners and supporting the needs of the criminal justice system. The Service must deal with challenges as diverse as anti-social behaviour, road safety, domestic and child abuse, street violence, drug trafficking and international money laundering. At any time, the Police may be called upon to deal with a major incident or emergency. In every area, the nature of the work means that the standards required are exacting and the expectations of service users are high.

Our planning process determines how to deploy our resources to deliver an effective service and best deal with these simultaneous but competing threats to community safety in Jersey. Getting this right means aligning what we do to what the government and the public expect in return for their investment in policing. This Plan –

- conforms to the direction provided by the Strategic Plan 2009 – 2014. This prescribes a number of requirements that impact upon the Police Service –
 - *‘protect Jersey’s international reputation and viability as an offshore finance centre...’*
 - *‘ensure that the Island is as resilient as possible to threats to its security and way of life’*
 - *‘be prepared to deliver an effective response in the event of critical incidents and emergencies...’*
 - *‘help people feel secure in their homes and local communities by driving down levels of crime, anti-social behaviour and disorder, vulnerability and harm’*
 - *‘enhance support services to vulnerable children, families and others at risk’*
- ensures that the public has a voice in how Jersey is policed. The 2011 Plan is informed by public feedback from the 2009 and 2010 Jersey Annual Social Surveys.² The policing activities given the highest priority ratings by the people of Jersey are –

² JASS 2009 included a comprehensive list of eighteen police duties and services and asked the public to prioritise each into “Very high”, “High”, “Medium” and “Low” priority. Respondents were also able to choose the option “Don’t know”. The full results are shown in Appendix 1.

- *Responding quickly to emergency calls*
 - *Tackling the neglect or abuse of children and other vulnerable people*
 - *Patrolling areas where crime or anti-social behaviour are a problem*
 - *Reducing anti-social behaviour and disorder in the town centre at night*
 - *Reducing the supply of illegal drugs*
- builds upon our own analysis of trends in community safety and the social and economic issues that might influence demand on policing services in the Island.
 - takes into account our role and responsibilities arising from partnerships with other agencies in the criminal justice system.

Together, these inputs have helped determine our organisation structure, resource allocation and our operational policing priorities for the year ahead.

OUR WAY OF WORKING

Over the next 3 years, the public sector in Jersey will undergo a Comprehensive Spending Review. The pace and scale of the change and the driving imperative to achieve cashable savings will require a fundamental rethink of how law enforcement is delivered. Throughout this process, however, we must remain focussed on the key themes that underpin everything we do as a Police Service.



These themes are implicit in the delivery of the policing services and priorities described throughout this Policing Plan.

Intelligence-Led Policing

Intelligence-led policing is key to the efficient and effective use of our resources. By continuing to enhance the way we gather, analyse and disseminate intelligence and focus effort on key offenders and locations, we will improve service delivery.

Community Engagement

We will ensure our decision-making and service delivery reflects an in-depth understanding of the needs and expectations of individuals and local communities. This means that the public will have a voice at all levels of policing: from neighbourhood focused problem-solving initiatives through to decisions about the Service's overall priorities and service delivery strategies.

Effective Partnerships

The Police cannot deliver community safety alone. Many effective working partnerships already exist but the Service welcomes the opportunities for a co-ordinated approach to key community safety issues presented by the new Strategic Priority 7 Steering Group.

Customer Service

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

Effective Resource Management

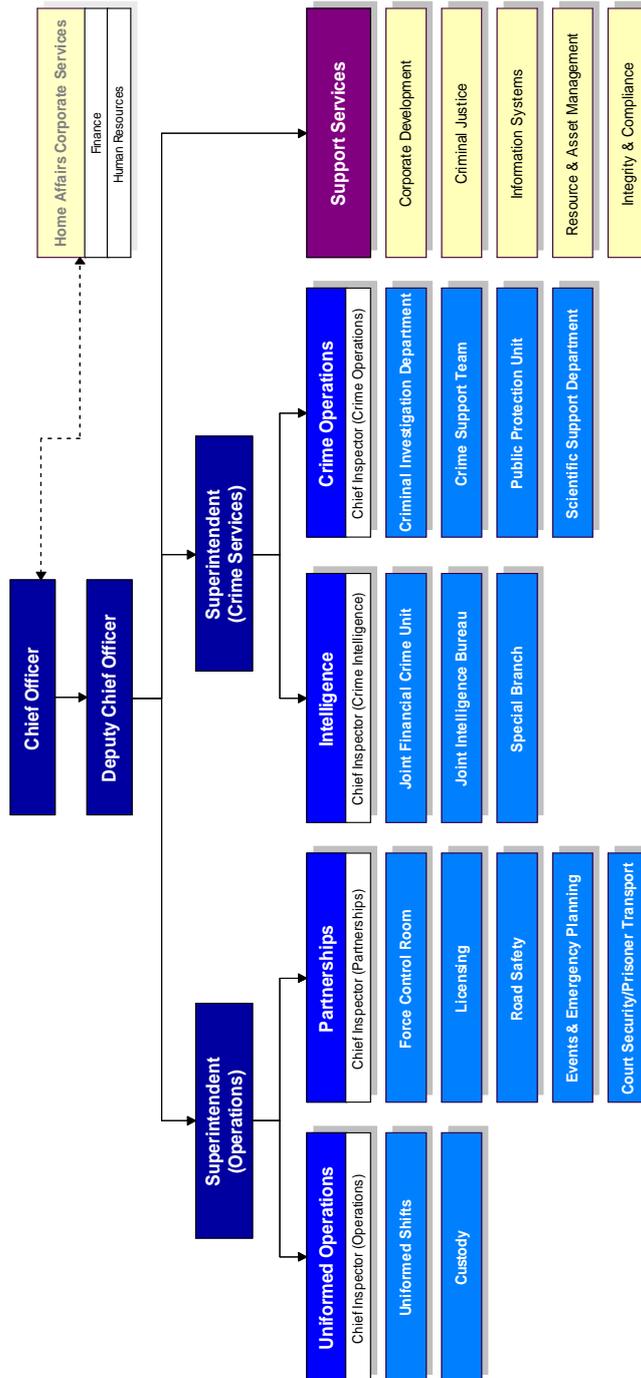
Our resources (staff, equipment, facilities, etc.) are funded with public money assigned to the Police budget by the States. Both government and the public therefore have a vested interest in seeing a return on their investment and expect to see tangible results in terms of community safety and policing performance. Managing Police performance is about making effective decisions about how best to prevent and detect crime. It also entails continually reviewing whether what we are doing is proving its worth and can be justified in the face of other competing demands.

ROLES, RESPONSIBILITIES AND RESOURCES

Organisational Structure

States of Jersey Police are organised around five key service areas. *Uniformed Operations, Partnerships, Intelligence* and *Crime Operations* deliver operational policing whilst *Support Services* provide a range of specialist services that underpin front line policing.

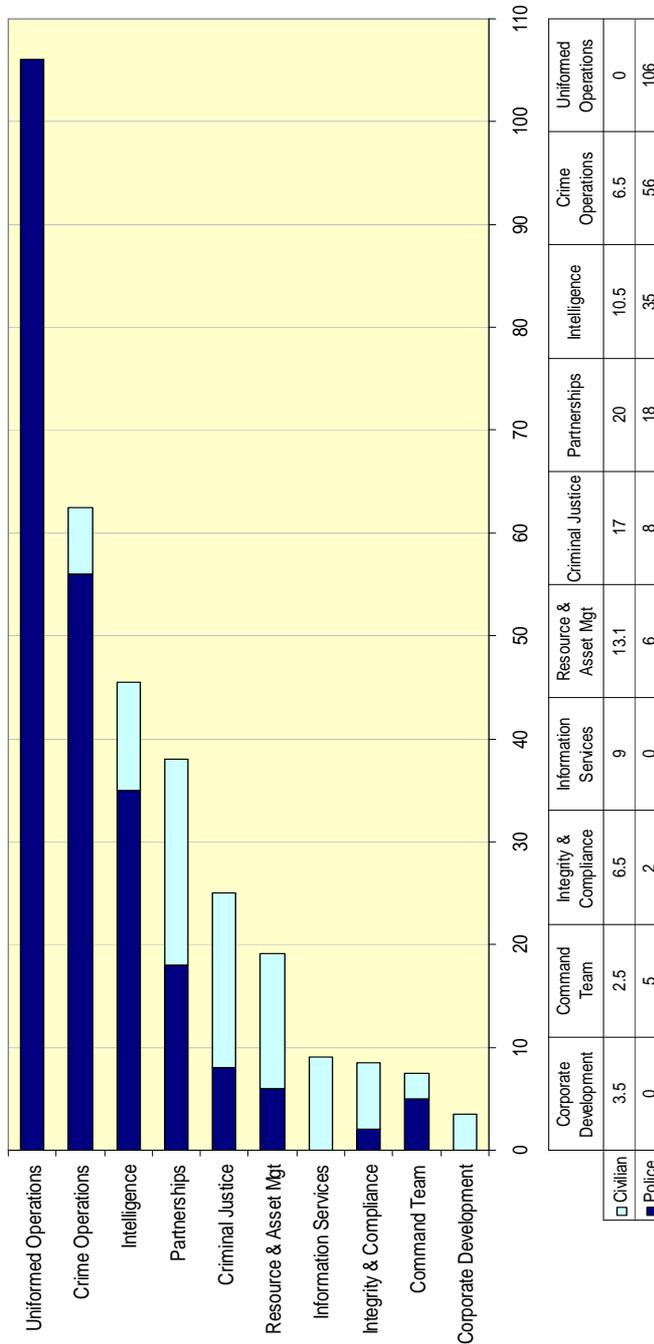
Figure 1: Organisation Structure



Resource Allocation

Figure 2 shows the planned deployment of our staff resources across the five service areas in 2011.³

Figure 2: Planned Personnel Deployment, 2011



³ The figures take into account approved staff reductions arising from the first phase of the Comprehensive Spending Review. Funding was also approved as part of the CSR for additional financial crime investigation posts.

Roles and Responsibilities – Operational Policing

93% of our Police officers and about 42% of our civilian staff are deployed in the 4 policing service areas.⁴ The functional responsibilities of the units assigned to these Service areas are depicted below.

UNIFORMED OPERATIONS	
Uniformed Shifts	Provide reactive incident response and investigation services Provide proactive patrol and tasking services ⁵ Provide problem-solving interventions to address neighbourhood safety issues Ensure the lawful, safe and secure detention of prisoners
CRIME OPERATIONS	
CID	Provide an advanced investigative service in response to serious or series crime
CST	Intelligence-led targeting of priority offenders and organised crime groups
PPU	Help protect victims of domestic abuse and reduce repeat offending Help protect children against cruelty, neglect and abuse Risk assess and manage potentially dangerous persons living in the community
Forensic Support	Recover and manage forensic evidence in support of Police investigations
INTELLIGENCE	
JIB	Manage, analyse and disseminate intelligence to inform/direct policing activity
JFCU	Work locally and internationally to combat economic crime
Special Branch	Fulfil local and national security obligations, including port security
PARTNERSHIPS	
Customer Services	Provide call handling and enquiry services, deal with calls for police assistance and manage incidents requiring a police response
Licensing	Engage with the licensed industry, co-ordinate licensing enforcement activity and provide advice to the Licensing Assembly
Event Planning	Plan the policing of major events, VIP visits, emergencies and other large scale operations
Courts Unit	Provide court security and prisoner transport services
Road Safety	Develop and implement road safety education initiatives

⁴ Calculation includes the 4 most senior Police posts, who may be called upon to advise and direct policing operations on a 24/7 basis.

⁵ 24/7 services (control, response, patrol and custody) actually require 6 people per post to cover 3 shifts per day, leave, rest days, etc.

Roles and Responsibilities – Criminal Justice Unit

The Criminal Justice and Administration Unit provides the crucial link between operational policing and Jersey's unique criminal justice system. Nearly 8% of the Service's personnel are deployed in this department, including about one in five of all the civilian support staff employed by the Police.

CRIMINAL JUSTICE AND ADMINISTRATION

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

Roles and Responsibilities – Support Services

Our other support services are designed to support, facilitate and improve front-line policing. They are essential to the efficiency and effectiveness of the Service. It should be noted that Finance and Human Resources functions now come under the remit of the Home Affairs Department.

Just over 12% of States of Jersey Police's personnel resources are deployed amongst the remaining Support Services. These are all civilian support staff roles except for –

- six police posts which provide specialist in-house training for the Service;
- two police officers deployed in the Professional Standards Department.

The functional responsibilities of the other Support Services departments are depicted overleaf.

INFORMATION SYSTEMS

Support, maintain, develop and secure the Service's information technology and communications systems and infrastructure

Support, maintain, develop and secure the St. Helier CCTV network

CORPORATE DEVELOPMENT

Provide strategic and business planning services

Co-ordinate inspection, risk management and organisational change projects

Manage public and stakeholder consultation and quality of service surveys

Deal with media enquiries, public relations and internal communications

Measure/analyse performance to monitor community safety trends and inform operational policing

RESOURCE AND ASSET MANAGEMENT

Facilities	Manage, maintain, secure and clean Police buildings and vehicles Manage the procurement, storage and issue of equipment, clothing and stationery Manage compliance with health and safety requirements
Training	Plan, deliver and facilitate Police training programmes
Rostering	Manage the rostering of Police staff to ensure optimum availability of resources

INTEGRITY AND COMPLIANCE

Professional Standards	Maintain integrity standards by investigating complaints and disciplinary issues
Vetting and Criminal Records	Provide a comprehensive vetting service to: (a) prevent unsuitable people from working or volunteering with vulnerable people; and (b) enable employers to meet regulatory standards
Information Security	Ensure compliance with data protection, freedom of information and information security standards

OUR POLICING PRIORITIES FOR 2011

States of Jersey Police are committed to making Jersey an even safer community for our residents and visitors. Delivering our priorities will ensure that the Jersey remains a low-crime, safe place where people live, work and spend leisure time. Whilst Jersey is a safe place, we also want people to feel safe and to have confidence that we are doing a good job of policing the Island. We are confident that in delivering our priorities we will achieve that.

VIOLENT CRIME

We will help reduce the incidence of violent crime, bring offenders to justice and protect vulnerable adults and children from harm and abuse

Violence can be separated into 2 broad categories – that which occurs in public spaces and that which takes place in private, often in the home. It is important to develop strategies to address violence in the context in which it occurs. The response required to tackle public space violence, which is often spontaneous, alcohol-related and generally involves men as both offenders and victims, is entirely different to that required for violence in the home, where physical and sexual abuse, usually towards women and children, is more often a sustained pattern of behaviour.

What are we going to do?

- Participate in the States Strategic Plan Priority 7 working group tasked to consider the joined-up strategy needed to ensure a vibrant, safe and successful night time economy in St. Helier.
- Implement a new Night-Time Economy Policing Plan providing high visibility patrols, licensing checks, stop/searches and a timely response to incidents of violence and disorder.
- Further improve the investigation of public space violence and disorder in order to bring more offenders to justice.
- Further develop intelligence-led tasking of enforcement activity and preventative measures to reduce the level of public space violence.
- Work with partner agencies to encourage reporting of domestic abuse, help protect and support victims and reduce repeat offending.
- Work with partner agencies to deliver interventions and management plans for the purpose of protecting vulnerable children against abuse.
- Identify individuals who are prolific violent offenders and work with partner agencies to address their offending.

PRIORITY OFFENDERS

We will help reduce the impact of priority offenders on crime and community safety in Jersey

We will focus on identifying and targeting the individuals who are the most prolific offenders and those who pose the greatest threat to the confidence and safety of our community. The more effective the Service can be in working with partner agencies to identify and limit the activities of these key individuals, the safer our community will become.

What are we going to do?

- Identify priority offenders and develop intervention plans to disrupt, deter and prevent their criminality.
- Ensure effective and timely investigation and disruption of emerging crime series.
- Engage with other agencies to help divert priority offenders from offending and manage the threat they pose to the community.

ORGANISED CRIME

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

Protecting our community against the social harm that would result from organised crime securing control of the supply, and managing demand for, illegal drugs in the Island is a priority. Whilst some organised crime groups regard Jersey's illegal drugs market as a source of lucrative earnings, others seek to launder the proceeds of crime through the Island's financial services industry. Nor does the threat posed by organised crime just relate to drugs and money laundering. If such organisations seek to establish a local presence, their tactics can involve violence, intimidation and corruption. They can invest in legitimate businesses and gradually infiltrate the Island's institutions and way of life.

What are we going to do?

- Improve the analysis of information and intelligence concerning organised crime and link into the regional intelligence units being established in England, Scotland and Wales.
- Prepare and implement action plans targeting identified organised crime groups engaged in drug trafficking, economic crime and other criminal activity in Jersey.
- Maintain a comprehensive financial intelligence regime based on strong cooperation with domestic and international partner agencies and local financial institutions.
- Further improve our capacity to target the proceeds of criminal activity and ensure that those engaged in criminal activity do not benefit from it.

PROTECT AND REASSURE LOCAL COMMUNITIES

We will help identify and address the community safety issues that cause the most harm to individuals and neighbourhoods

Only a small percentage of the population in Jersey are directly affected by serious crime. In contrast, issues such as anti-social behaviour, dangerous driving or vandalism can have a greater impact on most people's day-to-day lives because they are far more visible. Regular exposure to these problems can have a profound impact on people's feelings of safety and their quality of life. That is why it is so important that we engage effectively at a local level and understand local problems as they affect different neighbourhoods and communities in the Island.

What are we going to do?

- Participate in the States Strategic Plan Priority 7 working group tasked to consider a cross-departmental strategy addressing anti-social behaviour problems in Jersey.
- Deliver policing services based around local police officers who are visible, accessible, skilled, knowledgeable and known to the community.
- Enhance our capability and capacity to identify those at risk from chronic crime and anti-social behaviour problems in terms of both victims and locations.
- Engage with local communities to identify the issues which are causing the most harm to individuals and neighbourhoods and agree how the police, other agencies and the public can work together to do something about them.
- Improve feedback to local communities: exploring opportunities to use community messaging, new technology and newsletters, aligning with partners wherever possible.

EFFECTIVE RESOURCE MANAGEMENT

Context

The economic downturn has placed significant pressures on government revenues and spending in Jersey. The States Strategic Plan already gives priority to ensuring sustainable public finances and reforming the public sector to improve efficiency but this has been given further impetus by the decision to implement a Comprehensive Spending Review. This process is intended to reduce departmental expenditure across the public sector by 10% by 2013. To date, proposed savings worth £1.9 million from the Police budget have been agreed.

To put these cost savings into perspective, it is worth noting that the real value of the Police budget has already decreased by nearly £2 million since 2001. Between 2001 and 2010:

- overall expenditure by the States increased by over 91%
- the States of Jersey Police net revenue budget increased by only 27%⁶
- the cost of living in Jersey increased by nearly 38%.

Given what has already been achieved, the Comprehensive Spending Review poses significant challenges. About 90% of the Police budget is spent on staff salaries or other unavoidable commitments such as property rental. This means that difficult choices will have to be made about reducing or prioritising different services and managing demand. At the same time, we must retain community confidence and trust. It is therefore vital that we demonstrate efficiency and effectiveness.

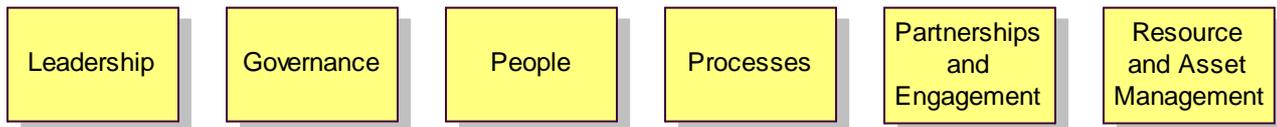
There are 2 key elements to meeting this challenge: we must manage change to ensure we maintain efficiency and we must continue to deliver demonstrable results in tackling the crime and disorder issues that matter most to our community.

Managing Change

Over the past 2 years, States of Jersey Police have pursued a significant reform programme intended to release staff capacity by restructuring the organisation and refining work processes. This has helped us sustain operational performance by re-investing resources where they were needed most and developing the skills and expertise we need.

⁶ Between 1998/9 and 2008/9, revenue expenditure on policing in England and Wales increased by over 80%

As part of this process, the Service has developed a new resource management framework based around the 6 criteria set out below.



Self-assessment against this framework helps ensure that the Service is able to identify potential organisational risks and develop solutions as part of a structured change programme.⁷ A short description of current key projects for 2011 is set out overleaf. It should be emphasized, however, that the framework is a dynamic tool which will stimulate new initiatives throughout the year as new issues, opportunities and priorities emerge.

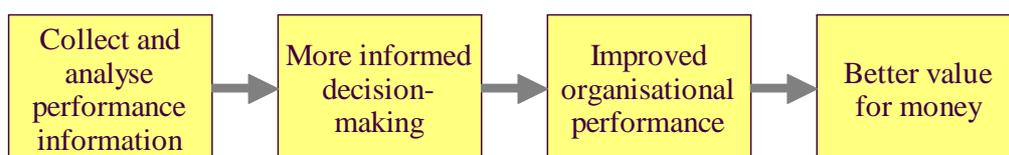
⁷ Details of the resource management framework are included in Appendix 3.

2011 CHANGE PROGRAMME INITIATIVES

- Implement a project programme to deliver required savings and reshape organisation structure and services in light of funding cuts planned for the 2012 phase of the Comprehensive Savings review. (*Leadership*)
- Implement a programme of peer review and external audit to ensure that that the organisation is operating ethically and efficiently and drive continuous improvement. (*Governance*)
- Undertake an organisational skills audit at all ranks and grades to ensure that necessary skills are in place and that the training plan is accurately informed. (*People*)
- Identify alternative approaches to training, learning and development to realise efficiency savings where possible and improve the delivery of training and improve how we develop staff. (*People*)
- Implement the agreed recommendations arising from a review, carried out with the support of Sussex Police, of current custody and prosecution processes. (*Processes*)
- Implement the agreed recommendations arising from a review, carried out with the support of Essex Police, of the management of States of Jersey Police records and information. (*Processes*)
- Implement the agreed recommendations arising from a review of emergency planning, event planning and business continuity. (*Partnerships and Engagement*)
- Continue to plan and manage the relocation of Police Headquarters into new accommodation. (*Resource and Asset Management*)
- Implement the agreed recommendations arising from a review of call handling and incident command and control arrangements. (*Processes*)
- Support the independent feasibility study into the reform of law enforcement services in Jersey and plan for the implementation of agreed recommendations arising from the process. (*Leadership*)
- Support the independent review of the criminal justice system in Jersey and plan for the implementation of agreed recommendations arising from the process. (*Leadership*)

Managing Performance

Our change programme ensures that the Service is constantly looking for ways to make our resources go further. Ultimately, however, value for money is measured by effectiveness, not cash savings. We must be effective at making Jersey safer, reducing criminality, protecting vulnerable people and building public trust and confidence. Performance management is central to efficiency and effectiveness – we measure and manage our performance in order to deliver effective results.



What are we seeking to achieve?

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

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

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

Measuring Key Performance Outcomes

Measuring outcomes is invariably complex. If we strive for the simple, we risk making policy and resource investment decisions on the basis of simplistic and inadequate information.

We understand, for example, that the level of recorded crime is seen by many people as the definitive measure of police effectiveness. However, we would caution against placing too much reliance on any single performance indicator. Recorded crime, for example, is greatly influenced by factors such as proactive policing of drugs offences, greater awareness of child protection issues and victims being more confident in reporting sensitive crime to the police.

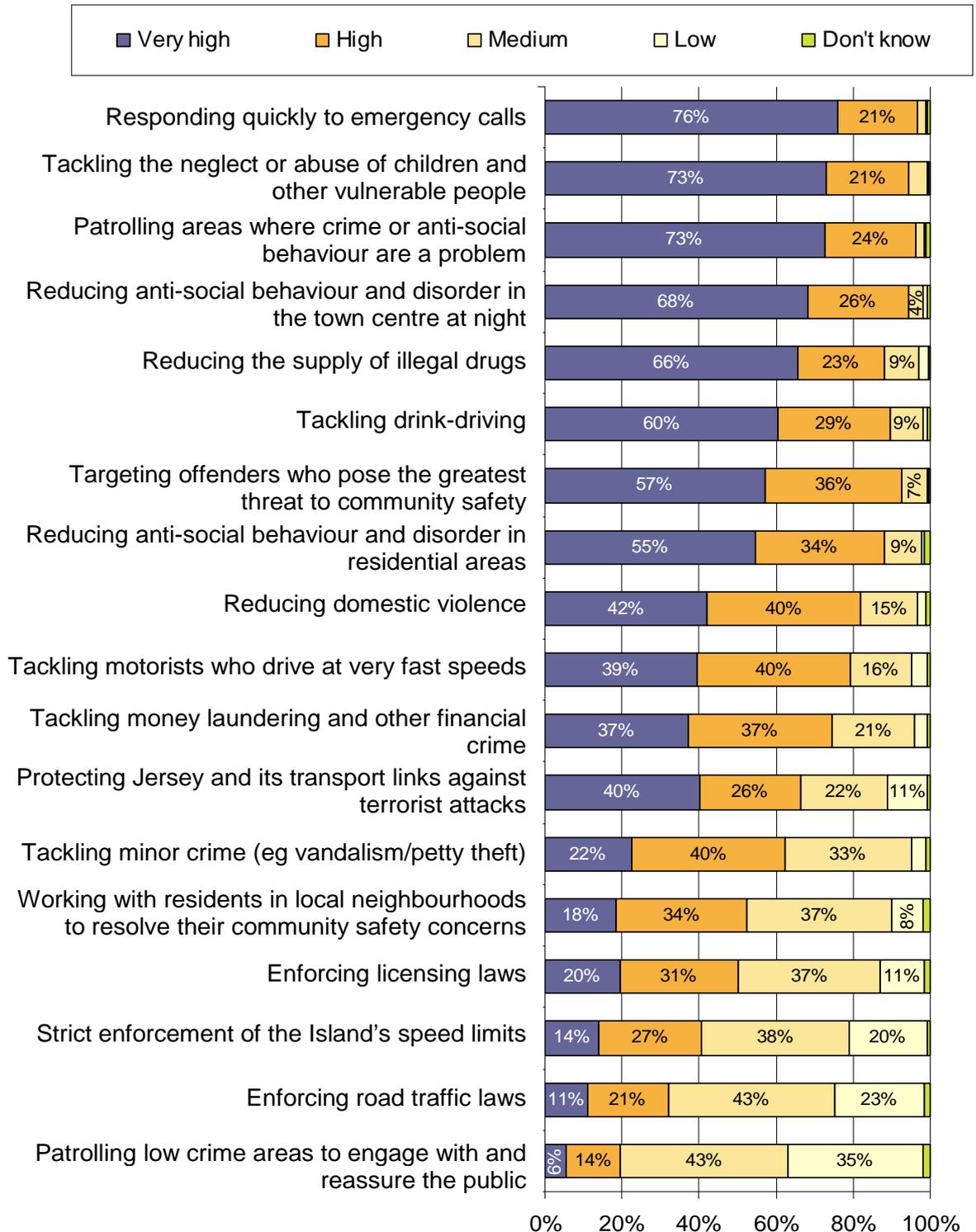
The outcome indicators published in this Policing Plan represent the high level outcomes for community safety in Jersey. They are underpinned by detailed performance measures that detail operational performance and workload in order to inform management decisions and monitor trends in crime locally. Comprehensive performance data and analysis will be published regularly during 2011.

KEY PERFORMANCE OUTCOME MEASURES

Levels of Recorded Crime
Number of crimes per 1,000 population
Levels of the Most Serious Offences
Number of serious acquisitive crimes per 1,000 population
Number of serious violent crimes per 1,000 population
Number of serious sexual crimes per 1,000 population
Offenders Brought to Justice
% of crimes resulting in an offender being brought to justice (charged or reported for prosecution)
Percentage of serious acquisitive crime brought to justice
Percentage of serious violent crime offences brought to justice
Percentage of serious sexual crime offences brought to justice
Public Perceptions of Community Safety
% of people who consider their neighbourhood to be very/fairly safe
% of people who think anti-social behaviour is a particular problem in their neighbourhood
% of people who always/usually feel safe when visiting St. Helier town centre at night
A single 'fear of crime' indicator based on the amalgamated results of questions posed in the Jersey Annual Social Survey showing the % of people who are worried that: <ul style="list-style-type: none"> ▪ they might become a victim of burglary in the next 12 months ▪ they might become a victim of violent crime in the next 12 months ▪ their vehicle/property might be vandalised in the next 12 months ▪ their vehicle might be stolen in the next 12 months ▪ they might be abused/threatened in the street in the next 12 months
Trust and Confidence in States of Jersey Police
% of people who agree States of Jersey Police do a good job of policing Jersey
% of crime victims who agree that States of Jersey Police do a good job of policing Jersey
% of crime victims who are satisfied with the service provided by the States of Jersey Police
A single 'trust' indicator based on the amalgamated results of questions posed in the Jersey Annual Social Survey showing the percentage of people who agree that States of Jersey Police: <ul style="list-style-type: none"> ▪ can be relied upon to be there if they need them ▪ treat everyone fairly, regardless of who they are ▪ would listen to them if they had a concern about local community safety ▪ treat them with respect if they have contact with them for any reason ▪ would provide a good service if they needed their assistance

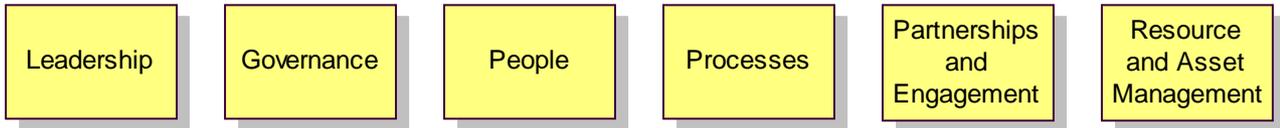
APPENDIX 1: PUBLIC PRIORITIES FOR POLICING

JASS 2009 included a comprehensive list of eighteen police duties and services and asked the public to prioritise each into “Very high”, “High”, “Medium” and “Low” priority. Respondents were also able to choose the option “Don’t know”.



APPENDIX 2: RESOURCE MANAGEMENT FRAMEWORK

The resource management framework is based upon six criteria against which organisational effectiveness can be assessed.



Each of these criteria is supported by a number of objectives which the organisation should strive to achieve if it is to be fully effective. A self-assessment referring to these objectives provides the opportunity to identify strengths and weakness and address potential organisational risks.

Leadership

- The organisation has the leadership capacity and capability to implement strategy and deliver the desired culture.
- Organisation structure is designed to maximise the efficiency and effectiveness of the Service.
- New legislation, policies and procedures adopted by the States of Jersey are implemented efficiently and effectively at Service level.
- Internal communication policies and systems support effective service delivery and encourage teamwork, trust and loyalty.

Governance

- The management strategies, processes and systems that are essential for the sustained delivery of effective performance are in place.
- Health and safety risks are identified, assessed and eliminated in so far as is reasonably practicable by appropriate protection and prevention measures.
- Police information and information systems are protected from unauthorized access, disruption, modification, recording or destruction.

People

- The organisation has the capacity and capability to deliver and sustain efficient, effective and sustainable levels of service.
- The organisation has the correct workforce mix to deliver an efficient, effective and sustainable service.
- The Service has the capacity and capability to deliver change and new initiatives.
- Staff are supported and trained to deliver optimum performance and achieve their potential.
- All staff act with professionalism and integrity.
- The policies and procedures required for the management of discipline and professional standards are in place.

Processes

- Key Police processes (call handling, intelligence, investigation, custody, file preparation and prosecution) are systematically designed and improved to deliver optimum performance.

Partnerships and Engagement

- Policy and strategy are based on present and future needs and expectations of stakeholders.
- People experience an accessible policing presence in their neighbourhoods and are able to influence local policing delivery.
- Stakeholders have an informed insight into policing performance and community safety outcomes.
- Community safety partnerships to promote joint working, provide direction and ensure value for money are in place.
- Partnership arrangements to prepare for, and respond to, major incidents and emergencies are in place.
- Business continuity plans are in place to build resilience for critical functions and ensure effective recovery in the event of major service disruption.
- Plans are developed and implemented to ensure public safety and security at major public events.

Resource and Asset Management

- Information and Communications Technology infrastructure and systems software are managed, maintained and improved to meet Service needs and provide value for money.
- Buildings, vehicle fleet and clothing and equipment are managed, maintained and improved to meet Service needs and provide value for money.
- Records management policies, systems and procedures are in place to collate, structure and manage information and knowledge and provide appropriate access whilst assuring validity, integrity and security.
- Procurement and service contracts are managed to meet Service needs and provide value for money.
- Contain spending within the approved cash limit for the year with no supplementary allocations being sought other than in exceptional circumstances.
- Seek best value for money in services which should always include considerations for quality, risk to sustainability, environmental impact and local economic development as well as price.

HOW TO CONTACT US

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