



2017

Policing Plan

R.4/2017

Prepared by
Jersey Police Authority

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1. Introductions

1.1 Foreword by the Chair of the Jersey Police Authority

2017 will be a year of transformation for the States of Jersey Police. The most visual aspect of this will be the phased move into the new Headquarters. This will be a challenging transition, the logistics of which are not to be underestimated. The new building will provide a platform from which the States of Jersey Police can deliver a better and more efficient policing service. The oversight of which is the primary responsibility of the Police Authority and it is one which is taken very seriously, particularly during a time of increased pressure on the public finances.

I am pleased to report that the States of Jersey Police have reacted positively to the changes required of them as part of the States of Jersey Medium Term Financial Plan and have devoted a substantial amount of senior management time not only in delivering a continued first-rate service, but also doing so in an innovative way which will deliver what Islanders need. In blunt terms, some services will inevitably be effected, but the main focus has been on the development of a new policing model which is based on an actual assessment of need. This involves consideration of the perceived or actual threat, harm, risk, the level of investigation required, any potential vulnerabilities of the persons involved and finally whether there is an opportunity for engagement. These THRIVE principles will allow the police to assess whether a response is required and what level of response is required. The Authority has been involved in the planning for the delivery of this new operating model and I am confident that it will continue to deliver the high standards of policing that the Island deserves.

There will also be continued improvements in the equipment and technology used by the States Police for the prevention and investigation of crime. The public should now be used to officers being equipped with body-worn video, but, as with the new operating model, much will be going on behind the scenes. A new communications centre and a desktop service team will ensure that calls are handled and prioritised appropriately. Officers will be increasingly able to file reports electronically while still on patrol, reducing the time needed to be spent at the station and cutting down on bureaucracy.



This focus on digital efficiencies will also be reflected in the priorities of the Police in tackling digital-enabled crime. Cyber-bullying, intimidation, frauds and other types of crime remind us that criminals have also embraced the electronic age and the States Police recognise that by addressing it as a priority within this plan. Other aspects of crime prevention and detection also need to be addressed, not least of which is domestic and sexual violence, together with the myriad of other offences that the States Police deal with on a daily basis: drugs, thefts, assaults and helping to care for vulnerable people, a large number of whom suffer from mental health issues of various types. This latter demand on the services of the States Police continues to be a source of concern for the Authority as we recognise the importance of the role, whilst retaining our belief that Police cells should not be considered as a 'place of safety' for vulnerable people. The work undertaken between the Police, Health and Social Services and other partner agencies will deliver alternatives in 2017 and that can only be considered a good thing.

The recently published Jersey Opinions and Lifestyle survey contained several questions about neighbourhood and personal safety. We were pleased to see that the questions used were similar to what we asked the public in 2015. We are encouraged by the results and are pleased to be able to use what the public are telling us to focus the delivery of policing services into the areas that matter to the public. The JPA believe that Jersey can be proud of its Police service and how it is meeting the challenges and expectations of our community. 2017 will be a year of change, but with the support of the public there is no reason why it should not be a positive one.

Jonathan White
Chairman



1.2 Foreword by the Chief Officer of the States of Jersey Police

Policing in Jersey is considerably more than simply responding to emergencies, investigating crime and bringing offenders to justice. Much of our work is now in direct support to the most vulnerable people in our community, as we remain the 'service of first and last resort'.

In recent years the States of Jersey Police has successfully introduced a number of important initiatives as well as fostering strong working relationships with key partners for the overall benefit of the Island. In addition to seeing the levels of recorded crime reduce, we have also built a strong relationship with the public that is based on trust and transparency, and which is supported by our continuing investment in social media. In return, and according to the Jersey Opinion and Lifestyle Survey (JOLS, 2016), islanders think we're doing a good job and have never felt safer.

Our policing priorities will remain broadly the same for 2017, reflecting the public's requirements and expectations from their Police Force. For example, we will:

- Respond to emergencies, tackle drugs, keep the roads safe, protect vulnerable people, and investigate financial and other crimes.
- In direct response to the Jersey Opinion and Lifestyle Survey, further accelerate our plans to promote greater digital safety for islanders.
- Continue to support and protect vulnerable people, in particular focusing on child sexual exploitation, missing persons, sexual assaults, domestic abuse, and people suffering mental health conditions.
- Focus on further developing our community policing presence, better understanding equality and diversity issues, including the prevalence of 'hate crimes' within the Island.

The Jersey Independent Care Inquiry is due to publish its report towards the end of 2016, and we will need to consider its findings in 2017 before developing appropriate responses, including any associated resource requirements.



In parallel to our policing responsibilities, much of 2016 has been spent reviewing our finances. The budget reductions we face for 2017–2019 have required us to take a long, hard look at both the services we currently provide, as well as how we deliver them. Whilst never an enjoyable task, I have been tremendously impressed by the way my officers and civilian staff have dealt with this challenging task, as well as the innovation they have shown and plans we have developed.

As a result, we have already started a process of widespread reform which will continue into 2017 and beyond. Central to these changes is the introduction of new mobile technology that will enable officers to complete the majority of tasks without having to return to Police Headquarters. In a typical year, we manage about 14,000 incidents and we have also looked at how we prioritise and respond to these demands, to ensure that we use our reducing resources as efficiently and effectively as possible. These two initiatives, when combined with the move to our new Headquarters, will mark an era of transformation for the States of Jersey Police and start to drive new ways of working for police officers. I am determined that public safety will only be enhanced by these reforms.

Finally, I would like to thank all islanders for their continued support, which I come across personally during my daily patrols.

Mike Bowron, QPM
Chief Officer of Police

1.3 Foreword on behalf of the Honorary Police

We are delighted to again have the opportunity, on behalf of the Honorary Police of the 12 parishes, to contribute to the States of Jersey Policing Plan.

Community policing, and safeguarding our community, has always been the role of the Honorary Police. We are pleased to report a continuing and strengthening relationship with our States of Jersey colleagues, especially through the SOJP community officers who are linked to parishes, as we all seek to meet the current and ever changing demands of policing.

Our aims are the same – we share the same communities – and we police the same laws. We also face the same challenges in terms of resourcing, modernisation and the ever increasing demands of our parishioners.

Whilst budgets may define the future shape of the SOJP, each Parish looks to its parishioners to support and maintain the Honorary Police service it can provide. Members of the Honorary Police come from all walks of life and assist their community by maintaining law and order but also enabling many events to proceed smoothly. Many members work full time and we acknowledge the encouragement and support of their employers which permits them to serve and, in so doing, to acquire skills and training which are all transferable to the workplace.

Whilst policing demands continue to change, the structure of the Honorary Police remains the same with Centeniers, Vingteniers or Constable's Officers elected by parishioners. The Connétables remain responsible for the efficient and effective policing of the Parish and the Chefs de Police have responsibility for operational matters to deliver the policing needs of the parish.

The diversity and range of experience of members of the Honorary Police is a strength of which it can be proud and we welcome enquiries from parishioners interested in supporting their Parish as we work with the SOJP in delivering community policing in the island.

Len Norman, Chairman, Comité des Connétables
Danny Scaife, Chairman, Comité des Chefs de Police
Hugh Raymond, President, Honorary Police Association



2. About the 2017 Policing Plan

2.1 Developing this Plan

Jersey has a growing and diverse population of approximately 108,000. As such it is important that the services provided by the States of Jersey Police remain visible, accessible and responsive to local cultural and community needs.

As similar to previous years, in developing the 2017 Policing Plan, the Jersey Police Authority and Chief of Police have:

- Reviewed the current threats and risks posed to the Island
- Considered the feedback received from the 2015 Jersey Police Authority Survey
- Listened to key partners and stakeholders
- Incorporated direction and policy from the States of Jersey Corporate Management Board, Council of Ministers, and States Employment Board
- Where appropriate, included the direction, research, advice and learning offered by the College of Policing and UK Constabularies
- Continued to take stock of what was achieved over the past few years and reviewed the impact of new initiatives on service delivery

2.2 Listening to the Public

The States of Jersey Police will respond dynamically to the results from the 2016 Jersey Lifestyle and Opinions Survey (JOLS). One key area that they will focus on is on the feedback received from the public in response to the question as to what the priorities for the Police should be. As can be seen from the diagram opposite, the two policing activities with the greatest proportions (around 90%) of people who felt they should be given a very high or high priority were :

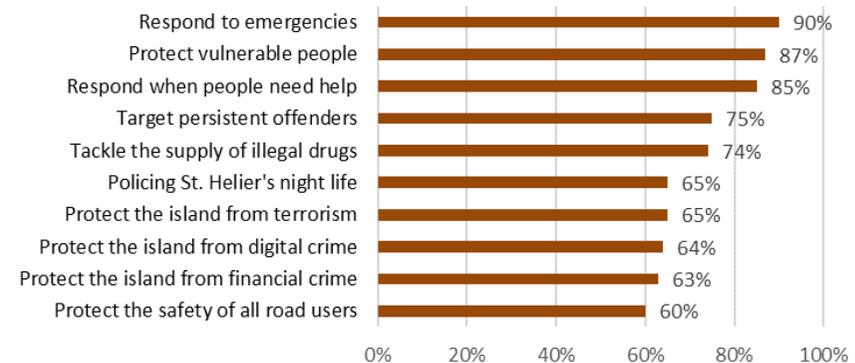
- Responding to major incidents and emergencies, and
- Protecting vulnerable people (for example, tackling domestic violence, child abuse, sexual assaults, and missing people etc.)

Approach to developing the 2017 Policing Plan



Top 10 policing priorities

Police activities assessed as high or v.high priority by local residents (JOLS, 2016)



2.2 Accountability and Performance Measurement

This plan not only sets out the key policing priorities, but also includes measurable activities and actions for the Police to deliver during 2017. This provides a framework against which the Jersey Police Authority can hold the States of Jersey Police to account for their performance.

2.3 Structure of the 2017 Policing Plan

This Policing Plan has been structured into the similar sections as in 2016. Each section starts with a short overview and is then supported by more detailed action plans. The action plans have also been heavily influenced by a strategic assessment which identifies high risk / high harm policing themes that require attention in 2017, whilst not forgetting the need to continue with ‘business as usual’ and other responsibilities placed upon the SOJP.

2017 Policing Plan Structure	
Section 3.1	Keep people safe
Section 3.2	A service that is valued
Section 3.3	Safeguard and support the community
Section 3.4	Modernise the Organisation

2.4 Business as Usual

It is not possible to document all the policing activities that will take place during 2017. As such, this plan includes some examples of day-to-day Police activities whilst focusing mainly on areas that are changing or being developed. Amongst a wide variety of activities that the States of Jersey Police deal with, the list below (which is not exhaustive) provides an example of the routine, ongoing work which is carried out:

- Approximately 14,000 Police incidents are recorded, prioritised and managed each year.
- The average Police response time for Code 1 (highest priority) calls is less than six minutes, and for Code 2s it is less than one hour.
- Respond to on average 150 nuisance/antisocial behaviour incidents a month.
- Respond to on average 105 concerns for welfare/mental health incidents every month.
- Respond to on average 43 missing person reports per month.
- Attend on average 106 Road traffic collisions per month.
- On average 250 crimes are committed every month.
- Approximately 350 ‘stop checks’ are carried out each month.
- On average 285 Road Traffic Offences are committed per month.
- Victim and witness care services are provided to approximately 150 people at any time.
- The Police write to victims of crime to obtain feedback on the services provided.
- Each officer is required to keep in regular contact with the victim of crime whilst investigating the incident.
- The Force on average manages 77 sex offenders.
- On average there are 22 high risk domestic violence incidents per month.
- The Community Policing Team actively seek out the views and concerns from under- represented groups in the Island.
- In addition to reports in the local media, the Police keep the public up to date via social media and have over 22,000 Facebook followers and over 9,000 Twitter followers.



3.1 Keep people safe

During 2016, the Police commenced the introduction of a new Operating Model. A key feature of this model is based on the principle of ensuring that individuals, communities and victims at the heart of the Police's work, with the deployment of resources made using the THRIVE principles. This assesses the Threat, Harm, Risk, Investigation opportunities, the Vulnerability of the victim and opportunities for Engagement. It is planned that these principles will be used to guide all police activities, including the management of investigations and daily tasks.

In addition to developing a daytime patrol strategy (in support of the introduction of Operation THRIVE), SOJP will also continue to develop new strategies with relevant partners to help maintain and enhance public safety, particularly in the Night Time Economy. This will include (amongst other initiatives) better engagement with the licensing trade and more effective joint/partnership working (for example, Operation Taurus, which involves the closure of streets around Mulcaster Street on a Friday and Saturday night).

Anti-social behaviour (ASB) can affect anyone and everyone. ASB can involve issues ranging from noisy neighbours and drug and alcohol-related disorder, through to acts of criminal behaviour such as damage to property of graffiti.

Tackling Drugs and Alcohol Related Incidents

SOJP will look to help to reduce substance misuse via active participation in the newly formed Drug and Alcohol Advisory Team (DAAT), as well as implementing a drugs action plan aligned to the strategy of DAAT. The Force will also maintain its intelligence lead approach to combatting the importation of drugs and other activities associated with Organised Crime Groups.

SOJP will introduce the #RU2Drunk initiative in partnership with Devon and Cornwall Police. SOJP will also support the Prison Me No Way charity with their DRINKAWARE initiative. Set against these initiatives, SOJP will continue with its robust approach to enforcing alcohol related incidents, in particular in support of the Night Time Economy.

Road Safety

SOJP will continue to raise awareness of road safety issues by a combination of campaigns and a mixture of education and enforcement activities through the year. This includes targeted media campaigns, raising awareness generally and improving Police skills to investigate incidents involving serious or fatal road traffic collisions.

Whilst antisocial behaviour incidents have fallen year on year, they still account for over 20% of reported incidents and can severely affect an individual's quality of life: as such they remain a high policing priority.



Digital Crime

It is clear from the JOLS survey that over 60% of respondents felt that helping protect Jersey from digital crime was a very high or high priority task for the Police. Four in ten adults (41%) were very or fairly worried about being a victim of digital crime such as online fraud, cyber bullying or scams.

Over 30% of Fraud cases reported to the States of Jersey Police in 2014 and 2015 were as a result of digital-crime. The SOJP, together with their colleagues in Guernsey, are joining forces with 'get safe online' to give islanders advice on how to stay safe, with a direct link from the homepage of Jersey and Guernsey police websites.

As such SOJP will accelerate its plans to improve education and awareness of how to prevent digital crime.

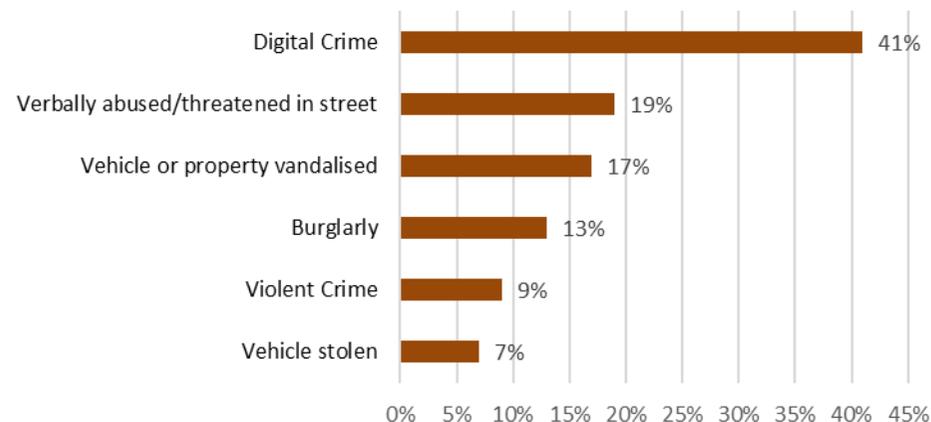
Get Safe Online Day, now in its eleventh year, is about raising awareness of online security issues and giving consumers the information they need to use the internet safely and confidently. For more information on Get Safe Online Day, please visit: www.getsafeonline.org

In addition, education on digital security issues continues in schools and businesses, as well as SOJP attending relevant conferences and trade fairs in order to promote on-line safety.

Financial Crime

SOJP will implement the recommendations from the recent publication of the Money Val report, subject to the availability of additional resources. The Police will also contribute to and participate in the Island's formulation of a National Risk Assessment of financial crime as required by the International Anti-Laundering Standards. To further enhance the Force's preparedness and response to all aspects of cyber dependent and cyber enabled crime (digital crime), the Police will embed the Force Cyber Policing Strategy and Action Plan.

How concerned are people they will become a victim of crime (JOLS, 2016)



States of Jersey Police - Plans for 2017

Ref	Objective	Key deliverables	Milestone dates	Resources allocated	Expected benefits
3.1 Protecting the Public					
3.1.1 Maintaining Public Safety					
3.1.1.1	Research, design and implement a Daytime Patrol Strategy to define routine police deployment	Deliver a daytime patrol strategy in support of the introduction of Operation THRIVE to ensure the most appropriate levels of skills and resources are available at the right time to help keep the public safe.	Q1	Ch. Insp Operations	Ensure the right level of skills are at the front line to ensure the most efficient, effective and comprehensive service is provided to the public.
3.1.1.2	Maintain a sustained policing presence in the Island's Night Time Economy (NTE) under the heading of 'Operation Visible'	Maintain high-visibility patrols in within the Island's Night-Time Economy (NTE) areas throughout the year.	2017	Ch. Insp Operations	Reduction in offending and anti-social behaviour related to the NTE.
		Continue to develop and refine strategies with relevant partners to help maintain and enhance public safety in the night time economy (e.g. Operation Taurus and new Taxi Ranks).	2017	Ch. Insp Operations	Improved working relationships with businesses associated with the NTE. Improved public confidence.
		Fully support Economic Development and other key partners in the development of the new Licensing Law and associated policy.	2017	Ch. Insp Community Policing	Night time economy crime prevention measures and activities - in particular at times of high demand. Better engaged licensing trade and more effective joint / partnership working.
		Support Prison Me No Way in the development and delivery of the DRINKAWARE programme in Jersey.	TBA	Ch. Insp Community Policing	
		Work in partnership with the University of Exeter and Devon & Cornwall Police in order to explore and introduce the #RU2Drunk? initiative (use of breathalysers at clubs) in Jersey (in support of the night-time economy).	Q3	Ch. Insp Operations Licensing Support Team	To reduce the number of alcohol-fuelled violent offences committed within the NTE of St. Helier. Reduce the harm to the public. Reduce demand on the Police and other public sector areas, including the Emergency Department of the General Hospital in terms of alcohol-related admissions and incidents.

Ref	Objective	Key deliverables	Milestone dates	Resources allocated	Expected benefits
3.1.2 Help Promote Safer Road Use through Education and Enforcement					
3.1.2.1	Use campaigns to help promote safer road use	Continue with one annual road safety message under the banner of 'Lets look out for each other' and hold six other seasonally based campaigns during 2017. 2x drink-driving - Summer and Christmas 1x speeding, 2x holding a mobile phone whilst driving, 1x defective vehicles (Winter lighting up time)	2017	Ch. Insp Operations Corporate Communication Manager	Raised awareness to public of dangers associated with road traffic offences.
3.1.2.2	Carry out a mix of education and enforcement activities throughout the year	This is a core activity for Uniform Police Officers.	2017	Ch. Insp Operations	Raised awareness to public of dangers associated with road traffic offences. Reduction in offending.
3.1.2.3	Enhance and further professionalise SOJP's capability to investigate Killed or Seriously Injured Road Traffic Collisions	Fully scope the needs of, and provide further training where necessary, to the Road Traffic Collision (RTC) Senior Investigator team to ensure that they remain current and qualified.	Q2	RTC Senior Investigating Officer	Creation of an accredited cadre of RTC SIO's that are able to respond to and manage all serious and fatal road collisions. Enhanced working relationship and continuous professional development with the Collision Investigation Unit.
		Further develop our team of Collision Investigators in the technical skills they need to help the RTC Senior Investigators with their investigations through professional qualifications where needed.	2017	RTC Collision Investigating Officer	Further develop the existing team and take steps to further reduce reliance on an existing contract link for 3rd party support by the end of 2018.
3.1.3 Preparing for Emergencies					
3.1.3.1	Maintain high standards surrounding the use of Police Firearms	Request a peer review from a UK Force of the States of Jersey Police Firearms training department and processes.	Q2/Q3	Ch. Insp Community Policing Firearms Training Sergeant	Ensure ongoing adherence to College of Policing standards and best practice.
3.1.3.2	Support the development of the SOJ Strategic Mass Fatalities Plan	Support the Emergency Planning Officer in the development of the SOJ Strategic Mass Fatalities Plan and thereafter, all associated SOJP roles, responsibilities and processes.	2017	Ch. Insp Community Policing SOJP Emergency Planning Officer	Maintain and enhance all associated emergency preparedness processes.
3.1.3.3	Support the Ports of Jersey in the delivery of the 2017 Major Incident Exercise and within which test the States of Jersey DVI (Disaster Victim Identification) process	Play a supporting role to the Ports of Jersey in their 2017 Major Incident Exercise which is set over 3 days in and around Jersey. Test the recently trained Disaster Victim Identification (DVI) capability and associated command structure.	Q2	Ch. Insp Community Policing SOJP Emergency Planning Officer	Maintain and enhance all associated emergency preparedness processes.
3.1.3.4	Enhance and further professionalise the Public Order Unit	Deliver on the recommendations from the Public Order Team Review, conducted in 2016.	Q2	Ch. Insp, Insp., Public Order Team, Public Order, Training Dept.	Establish a fully staffed, trained and equipped Public Order Team that capable of responding to all outbreaks of serious violence or disorder involving large crowds.

Ref	Objective	Key deliverables	Milestone dates	Resources allocated	Expected benefits
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3.1.4 Digital and internet enabled crime

3.1.4.1	Further enhance the Force's preparedness and response to all aspects of Cyber Dependent and Digital Enabled crime	Further embed the SOJP Cyber Policing Strategy and Action Plan - maintain focus on - PROTECT, PURSUE, PREVENT, PREPARE and all associated work streams, training developments and infrastructure improvements.	2017	Cyber Policing Strategy Group	Train staff to deliver appropriate messaging and to develop a 24/7 capability and capacity.
		Fully integrate www.getsafeonline.com into all aspects of Police Cyber PROTECT messaging and associated partnership engagement.	2017	Ch. Insp Community Policing	Train staff to deliver appropriate messaging in support of National Cyber PROTECT programme - help and support our community to self protect against the ongoing risk of cyber enabled and cyber dependent crime.
		Develop and implement a Nationally Recognised Cyber Investigation training package for all frontline SOJP staff.	2017	Ch. Insp Community Policing Training Department	Train staff to ensure 24/7 capability and capacity in respect to all aspects of cyber dependent and cyber enabled crime.
		Continue to support the Cyber Security Task Force and in particular the implementation of the SOJ Cyber Security Strategy.	2017	Ch. Insp Community Policing	Ensure island-wide protection for critical services and effective partnership working for all interested parties.
		Continue to support all associated SOJ cyber legislative and policy development and all relevant cyber partnership approaches for example: E-Safety Committee and Jersey Fraud Prevention Forum etc.	2017	Ch. Insp Community Policing	Fully support and assist the Island to develop all appropriate mechanisms and support networks for the response to and protection from all aspects of cyber dependent and cyber enabled crime.
3.1.4.2	Financial Crime	Contribute to, and participate in, the Island's formulation of a National Risk Assessment(Financial Crime) as required by international Anti-Money Laundering standard.	2017	Det Ch. Insp Intelligence	Further identify money laundering and terrorist financing risks facing the Island and develop safeguards and mechanisms accordingly.
		Embed processes and enhancements arising from the MoneyVal inspection's recommendations in respect JFC.	2017	Det Ch. Insp Intelligence	Continue to improve efficiency and effectiveness in respect of serious financial crime investigations.

3.1.5 Tackling drugs

3.1.5.1	Harm Reduction	Reduce substance abuse harm via active participation in the new formed Dug and Alcohol Action Team (DAAT).	2017	Det Ch. Insp Intelligence Det Ch. Insp Crime Operations	Actively contribute to effective multi agency working in reducing the threats facing individuals and the community from substance abuse.
3.1.5.2	Enforcement	Implement an SOJP drugs action plan aligned to the requirements of DAAT.	Q2	Det Ch. Insp Intelligence	Ensure SOJP's intelligence and operational efforts are aligned to and in support of the Island's strategic objectives in the most efficient and effective means.
3.1.5.3	Organised Criminal Gangs	Develop a more comprehensive picture of serious Organised Criminal Gangs (OCGs) that present a threat to the Island and maximise operational and intelligence opportunities to reduce harm.	2017	Det Ch. Insp Intelligence	Identify and tackle those organised external threats that compromise the safety and well-being of our community and individuals through active targeting of the Island.

3.2 A Police Service that is valued

Policing has always been carried out with the consent of the Communities in which they serve. The public needs and expects a seamlessly efficient and effective police service.

It is encouraging to note that from various surveys carried out, a high percentage of victims of crime are satisfied with the service they receive and agree that they are taken seriously. The latest 2016 JOLS survey show that four-fifths (82%) of adults agreed that the States of Jersey Police did a good job of policing in Jersey. In addition, of the adults that had contact with the police, around nine out of ten agreed at some level the officer was either helpful, polite or listened to what they had to say.

Jersey Independent Care Inquiry

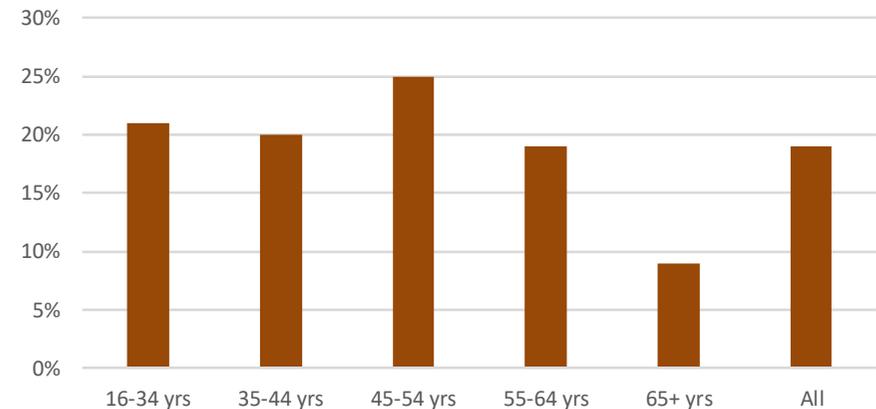
Once the findings of the Jersey Independent Care Inquiry are known, a plan will be put in place to implement the recommendations made, subject to the availability of additional resources. The Police will also implement the recommendations from the Small Island's Inspection into the response to children experiencing domestic abuse.

Responding to demand

In 2015, SOJP completed a significant review into how it assesses and manages the demand for Police services from the public. This has resulted in re-organising its traditional approaches and introducing a new priority system that answers the Threat, Harm, Risk, Investigation, Vulnerability and Engagement (THRIVE) needs of incidents and victims.

Implementation of the majority of these changes were completed in 2016 and in 2017 further changes will take place to embed and enhance SOJP's on-line services, appointments system, or through a new desktop investigation service where it is not necessary for an officer to attend an incident.

Profile of people who came into contact with SOJP (JOLS, 2016)



- One in five (19%) of adults had some contact with the police in 2015.
- Of those who had contact, around nine out of ten agreed that the officer was helpful, polite and listened to what they had to say.

SOJP will continue to respond to calls from the public and partners in a timely, efficient and effective manner. The Force will continue to respond to all emergency calls (999) within 10 minutes. The response to priority calls will continue to have a response time within 60 minutes.

Professional Standards

In addition to progressing a new complaints and discipline law in consultation with the HA Minister and Law Draftsmen, the SOJP will continue its organisational learning and take action in relation to complaints made by the public against the SOJP and its officers.

States of Jersey Police - Plans for 2017

Ref	Objective	Key deliverables	Milestone dates	Resources allocated	Expected benefits
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3.2 A Police Service that is valued

3.2.1 Responding to demand for Police Services

3.2.1.1	Introduce new information handling processes to best manage incoming demand to SOJP and which helps ensure that the asset best suited to the incident is deployed.	Respond, assess and manage all demand for police services using the THRIVE principles. Fully embed this is a new way of working.	Q1	Supt Operations	Prioritised approach to managing demand for police services.
		Respond to, assess and manage all demand for police services using the THRIVE principles. This will include an enhanced online service via SOJP's website, the immediate resolution of incidents on the telephone where it is not necessary for an officer to attend an incident	Q1	Supt Operations	Better understanding of risk associated with each call for service. Increased avenues and opportunities for the public to interact and receive policing service. More efficient and effective service provided to ensure better value for money.
3.2.1.2	Respond to emergency calls in any part of the Island in under 10 minutes.	Respond to 999 calls or those assessed by us to be a Grade 1 demand in under 10 minutes to any part of the Island.	2017	Ch. Insp Operations	Continue to respond to calls from the public and partners in a timely, efficient and effective manner.
3.2.1.3	Respond to priority calls in any part of the Island in under 60 minutes.	Respond to calls assessed by us to be a Grade 2 demand within 60 minutes to any part of the Island.	2017	Ch. Insp Operations	
3.2.1.4	Public confidence and customer satisfaction	Review findings from JOLS 2016 Jersey Opinion and Lifestyle Survey and develop plans accordingly.	Q2	Performance Manager	An improved understanding or community needs and expectations from policing in Jersey.

3.2.2 Implementation of Reviews and Inspections

3.2.2.1	Jersey Independent Care Inquiry	Review JICI findings and recommendations. Subject to Senior Management Board review and approval, implement the recommendations, as required.	2017	Det Ch. Insp Crime Operations	A service fit to deliver the investigation of child abuse & an integral part of the multi-agency response for safeguarding of children in Jersey.
		Subject to Senior Management Board's review and approval, implement the recommendations from the Small Island's Inspection into the Police response to children experiencing domestic abuse.	Q3	Det Ch. Insp Crime Operations	Ensure that we are working effectively to identify and assess risks to children living with domestic abuse and making referrals to other agencies where appropriate.

Ref	Objective	Key deliverables	Milestone dates	Resources allocated	Expected benefits
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3.2.3 Improving Quality of Service

3.2.3.1	Service enhancements	Embed the Small Island Nations Centre of Excellence for Research and Education (SINCERE) programme to capitalise on standards of excellence for the future.	2017	Scientific Services Manager	Set in place sustainable channels of communication to continue learning opportunities and identify options for mutual aid/assistance where specialisms required.
		Implement quality standards for Scientific Services.	Q2	Scientific Services Manager	Ensure that all aspects of Scientific Services (Crime Scene Investigation based and High Tech Crime Unit based) are compliant with UK Quality Standards so ensuring all work carried out is to nationally recognised standards, giving reassurance to the criminal justice system.

3.2.4 Professional Standards

3.2.4.1	Update Complaints and Discipline (Jersey) Law	Progress new Complaints and Discipline Law in consultation with HA Minister and Law Draftsmen; develop training packages to support implementation as appropriate.	Q3	Ch. Insp Professional Standards External working party	Modernise existing Complaints and Discipline Law.
3.2.4.2	Widen access and support to young and vulnerable persons	Review processes and practices that support young people to make complaints and / or raise issue with Police.	Q2	Ch. Insp Professional Standards	Enhance trust and confidence in the police by young people.
3.2.4.3	Identifying and disseminating 'lessons learned'	Ensure organisational learning is understood and action taken in relation to complaints made by the public against the SOJP and its officers.	Q1	Ch. Insp Professional Standards	Enhance trust and confidence in the police.

3.3 Safeguard and support communities

It is imperative that the public is confident in the policing and community safety services they receive, in order to avoid suffering unnecessary fear of crime. A force's effectiveness is assessed how they achieve this goal, is in how it carries out its responsibilities including cutting crime, protecting the vulnerable, tackling anti-social behaviour and dealing with emergencies and other calls for service.

Community Engagement

Success was achieved in 2016 in developing and improving community relations through the Community Engagement strategy. Work will continue on these successes, with further enhancements planned for the Police's approach to Equality and Diversity.

A key area for development is building relations with young persons and the issues that affect them with the aim of giving them a louder 'voice'. It is proposed to set up a Police/Young People engagement panel to focus and discuss all related issues.

Safeguarding vulnerable people

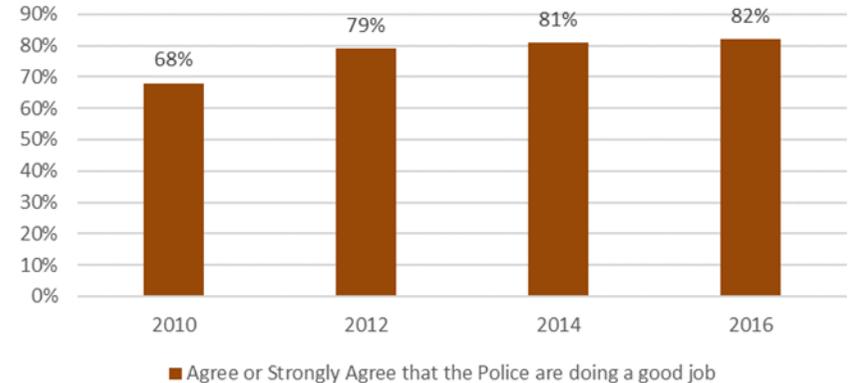
Domestic and sexual abuse can require several agencies to work together to support victims and ensure their safety, health and wellbeing. The States of Jersey Police will continue do all it can to make reporting of domestic and sexual abuse as straightforward as possible. They will continue to help victims of crime to cope and recover from this experience through an integrated victim care approach. They will seek to identify and manage harm or potential harm to vulnerable and repeat victims from the first point of contact and influence the way agencies work together to provide efficient and effective support to victims. As part of this process, the Police propose to establish a Sexual Assault Referral Centre (SARC) that provides victims of sexual assault with support and advice from across a wide range of services, including health, housing, education and the criminal justice process, leading to an increase in prosecutions.

Once the findings from the Jersey Independent Care Inquiry are known, the Police will review any lessons that can be learned.

The States of Jersey Police has in place a clear procedure for responding when children are reported missing or absent. During 2017, the SOJP will work with other agencies to identify a strategy to reduce the number of persistent offenders.

In addition to improving victim support, SOJP will also aim to increase the success rate of Criminal Justice outcomes for cases that are taken to court. In consultation with partners, the Police will continue to offer practical and emotional support to victims through the criminal process. This will be assisted by fully integrating the Victim and Witness and Victim Support Service teams.

Islanders who think that the Police are doing a good job (JOLS, 2016)



States of Jersey Police - Plans for 2017

Ref	Objective	Key deliverables	Milestone dates	Resources allocated	Expected benefits
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3.3 Safeguard and support communities

3.3.1 Promote Greater Community Engagement

3.3.1.1	Further Develop the Community Engagement Strategy to ensure that police services are accessible by all of the Island's communities.	Continue to build on the success of the SOJP Community Engagement strategy through focused internal education, information and guidance.	2017	Ch. Insp Community Policing	Effective engagement leading to increased community participation and ownership of community- related issues and behaviour. Improved understanding, awareness and co-ordination of SOJP's community engagement strategy and CPT's activities. Increased awareness of community issues and concerns and increased information and intelligence development.
		Develop Community Policing Team secondment opportunities.	2017	Ch. Insp Community Policing	
		Continue to deliver focused engagement messages, especially through social media, to raise awareness and understanding of community issues and concerns.	2017	Ch. Insp Community Policing Corporate Communications Manager	
		Continue to maximise all opportunities for partnership / agency engagement and support, especially in respect to vulnerable groups and in support of the SOJP Equality and Diversity Strategy.	2017	Ch. Insp Community Policing	
3.3.1.2	Further enhance our approach to Equality and Diversity	Ensure a timely and victim focused response to all reports and allegations of Hate Crime through strict application of the associated policy and in particular, the intrusive oversight of the Chief Inspector Community Policing.	2017	Ch. Insp Community Policing	Enhanced community trust in Police services. Increase in number of reported Hate crimes. Increased opportunity for the reporting of Hate Crime and therefore increased opportunity for the SOJP to understand their community and any tension indicators that may be present. Development of SOJP staff leads to greater understanding of relevant issues and therefore an enhanced service to all the Islands communities.
		Fully embed TRUE VISION (a police funded website owned by NPCC that provides an online hate crime reporting system that allows users to report crime anonymously), into SOJP crime recording.	Q2	Crime Management	
		Further enhance understanding of equality and diversity issues, in particular issues surrounding Race, Faith, Disability, Gender, Age, LGBT through enhanced internal communications and engagement	2017	Ch. Insp Community Policing Corporate Communications Manager	

Ref	Objective	Key deliverables	Milestone dates	Resources allocated	Expected benefits
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3.3.2 Responding to Mental Health

3.3.2.1	Further develop and understand the role the police play in responding to Mental Health issues in Jersey	Continue to strengthen working relationships (including the development of Memorandum Of Understanding) with all key local partners in this area, including other States Departments and the third sector where appropriate.	2017	Supt Ops	To ensure that operational relationships are current and effective when needed.
		Support the Health Department with this aim to secure a dedicated Place of Safety for the Island which will further reduce the need to use Police Cells for those suffering mental health conditions.	2017	Supt Ops	To ensure that the use of Police Cells does not occur any more than that which is absolutely necessary for the detention of those suffering with mental ill-health conditions.
		Continue to support and influence the development of the new Mental Health Codes of Practice which will support the new Mental Health Law in an effort to further reduce the use of Police Cells except for in exceptional circumstances only.	2017	Supt Ops	
		Design and deliver a series of workshops for front-line Officers on the new Mental Health Law and which will also help them understand how best to support individuals suffering with mental health conditions.	2017	Supt Ops	To ensure that police officers who are asked to deal with people suffering from mental health conditions are aware of how best to respond to the needs of the individual.

3.3.3 Listen to and work with Communities

3.3.3.1	Engage more directly with young people and give them the means to speak to SOJP	Develop a Police / Young People engagement panel to focus on all related issues. Provide young people with a 'voice' directly into the Police and encourage dialogue and related engagement. Encourage the young people on the panel to create their own social media presence in order to promote the panel, provide further opportunity for dialogue and to allow for a wide range of messaging, especially in relation to cyber dependent and cyber enabled crime.	2017	Ch. Insp Community Policing	Increased awareness of young persons issues. Opportunity for related police activity and an enhanced crime reduction service especially in respect to SOJP Cyber Policing Strategy.
3.3.3.2	Enhance SOJP's on-line engagement opportunities for Community matters	Develop an enhanced programmed online presence for community engagement especially in respect to cyber PROTECT messaging. For example, introduce weekly webinars in order to field questions and provide live-time advice and guidance (all linked to www.getsafeonline).	2017	Crime Reduction Officer & Internet Investigator	Support the community to self-protect against the ongoing risk of cyber enabled and cyber dependent crime.
3.3.3.3	Work with Partners to manage regular young missing people in Jersey	Assist in the development of a multi-agency forum to manage young regular missing persons.	Q1	Ch. Insp Community Policing	Better understand and therefore manage the motivations for young people to 'go missing' - work with partners to reduce the risk of such events.

Ref	Objective	Key deliverables	Milestone dates	Resources allocated	Expected benefits
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3.3.4 Terrorism and illegal immigration

3.3.4.1	Island security	Working with partners, review and refine as required monitoring and response capability to terrorism and illegal immigration threats	2017	Det Ch. Insp Intelligence	Maintain understanding of threats and risks, and continue to adapt to minimise these in this ever-changing climate.
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3.3.5 Crime prevention

3.3.5.1	Automatic Number Plate Recognition (ANPR)	Acquisition of ANPR and development and implementation of strategy and functionality of ANPR locally, including public consultation as appropriate.	Q4	Det Ch. Insp Intelligence	Enhance proactive and reactive capability and opportunity in respect of a range of law enforcement matters in a manner which is effective and efficient, whilst maintaining the support of the public.
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3.3.6 Safeguard vulnerable people

3.3.6.1	Child Sexual Exploitation (CSE)	Implement new multi-agency CSE (Child Sexual Exploitation) pathway.	Q1	DCI Crime Operations	Increase reporting, disrupt offender activity and increase safeguarding measures to help protect children and young people from being sexually exploited.
3.3.6.2	Missing persons	Work with partners to review and amend current missing person strategy in line with best practice in the UK.	Q2	DCI Crime Operations	Reduce demand on police service and ensure SOJP targets its resources towards the most vulnerable in our community.
3.3.6.3	Sexual assault	Support victims of sexual assault by establishing a referral pathway to the new Independent Domestic Violence Advisory (IDVA) service.	2017	DCI Crime Operations	Increased victim confidence for those subject to sexual assault.
		Establish a Sexual Assault Referral Centre (SARC) in Jersey and put in place pathways and processes to support victims of sexual assault.	2017	DCI Crime Operations	A centre that provides victims of sexual assault with support and advice across a wide range of issues, including health, housing and education and the criminal justice process leading to an increase in prosecutions.
3.3.6.4	Domestic abuse	Work with partners through Multi Agency Safeguarding Hub (MASH) to identify and assess risks to children experiencing domestic abuse and make referrals where appropriate.	Q2	DCI Crime Operations	Working in a multi-agency partnership is the most effective way to tackle domestic abuse both strategically and operationally.
		Train frontline professionals from a range of agencies to identify domestic abuse and make the appropriate referrals to the Multi Agency Risk Assessment Centre (MARAC).	2017	DCI Crime Operations	Better tackle domestic abuse within the community.

3.3.7 Safeguarding Information

3.3.7.1	Create a comprehensive Information Management Strategy for SOJP	An Information Strategy (IS) which sets out the vision for the use of information by the SOJP. It will incorporate the approach to managing, recording, storing and sharing information and the evolution of mobile data. It will reference the existing approach to information security and data protection. The IS will contain an Implementation Plan showing how it will be delivered over the next 3-5 years.	Q3 2017	Head of Information Management, Security and Compliance	The Information Strategy will ensure compliance with Management Of Police Information (MOPI) and legislation particularly the general Data Protection Regulations and Law Enforcement Directive due to be implemented May 2018.
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3.4 Modernise the Organisation

2017 will be dominated by the move into the new Police Headquarters in February and March. It will provide the platform for a more efficient and effective Police force, as well as enabling new ways of working in the future. Whilst a significant amount of work has already taken place in during 2016, much work remains to achieve a successful transition, whilst still carrying on with business as usual policing activities.

It is acknowledged that it may take a little time to embed key Police operations into the new premises, with its new Force Control Room and new Custody Suites, as well as adjusting to having everyone under the same roof for the first time.

Savings and Efficiencies

In line with many other States of Jersey Departments, the SOJP is faced with reductions to their annual budgets going forward to 2019. As approximately 85% of expenditure goes towards officer and staff salaries, these reductions will require SOJP to reduce its workforce.

A number of important initiatives have been developed to achieve these savings without unduly compromising public safety or affecting the low levels of crime:

- The Council of Ministers kindly awarded funding from Public Sector Reform funds to support the development of mobile technology for the States of Jersey Police. This project is now underway and, in addition to having to deliver a total £500k annual savings by 2019, it is also acting as a pathfinder for other States departments and enforcement agencies. Mobile technology will enable officers to complete the majority of tasks without having to return to Police Headquarters. This project includes re-engineering core police processes and activities, and a significant investment in new technologies.
- We have also reviewed how we prioritise the demand for our services and our planned changes will enable us to use our reducing resources more efficiently and effectively.
- As part of the drive to improve efficiency and effectiveness, the States of Jersey Police will investigate opportunities for multi agency collaboration (for example, facilitate the joint operations of the Police and Jersey Custom and Immigration Service in the areas of surveillance and border control).
- Internally the Police will continue to look at opportunities to implement its new Operating Model, as staff levels reduce through natural wastage, as well as continuing to streamline working practices, as opportunities arise.

These initiatives, when combined with the move to the new Police Headquarters, will mark an era of transformation for the States of Jersey Police and start to drive new ways of working for police officers and civilian staff.



States of Jersey Police - Plans for 2017

Ref	Objective	Key deliverables	Milestone dates	Resources allocated	Expected benefits
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3.4 Transform and modernise the Organisation

3.4.1 Further Modernise Uniformed Operations Services

3.4.1.1	Develop the function and role of the Force Planning Team	Amalgamate training services and events management into the existing manpower planning team in order to better predict and manage manpower demand and planning.	Q2	Supt Ops	More structured and efficient approach to manpower planning, effective future planning and a reduction in unforeseen overtime costs.
3.4.1.2	Review the delivery of in-housel police training services	Carry out a review of current training delivery and identify any recommendations for improved service. Implement the findings.	Q2	Ch. Insp Community Policing	More efficient utilisation of training resources and less officer abstractions from duty.
3.4.1.3	Ensure that Firearms Officers have access to appropriate Body Worn cameras	Identify, acquire and issue specific body-worn cameras for all Firearms officers for use on deployments.	Q2	Ch. Insp Community Policing	Provide safeguarding technology to Firearms officers. Existing Body Worn Cameras are not suitable for Firearms use due to their point-of-view.
3.4.1.4	Research the introduction of fitness testing for all Police Officers	Research and make recommendation to the Senior Management Board concerning the introduction of a mandatory annual fitness testing process for all full-duties police officers.	2017	Supt Ops	Ensure officers are fit to undertake their operational duties and help to reduce sickness absence.

3.4.2 Further modernise Crime Services

3.4.2.1	Financial Crime	Enhancement of the capability, efficiency and effectiveness of the Joint Financial Crime Unit's (JFCU) operational team, including implementation of a partnership action plan.	Q3	Det Ch. Insp Intelligence Det Ch. Insp Crime Operations	Increase efficient and effective investigations against offenders of serious financial crime, better protecting the public and island.
		Participate in a review of financial crime investigations processes across the Island enforcement agencies.	Q3	DI Joint Financial Crimes Unit	Benefit from the investigative capacity and capability of other agencies locally in order to support the above.
3.4.2.2	Intelligence	Implementation of THRIVE principles in refinement of the Daily Intelligence Meeting (DIM)/Daily Management Meeting(DMM)/Tactical Tasking Coordination Group(TTCG) and related processes	Q1	Det Ch. Insp Intelligence Det Ch. Insp Crime Operations	Further enhance the most effective deployment of resources in alignment with operational objectives.
		Embed joint Force Intelligence Bureau /Jersey Customs Immigration Service intelligence functionality into a joint suite in the new HQ	Q2	Det Ch. Insp Intelligence	Maximise opportunities for effective and efficient joint-working on intelligence matters relating to law enforcement matters locally.
3.4.2.3	Operating Model	Subject to approval by Senior Management Board, implement the recommendations for a new Operating model for Crime services (Operations) area.	Q4	Det Ch. Insp Intelligence Det Ch. Insp Crime Operations	Better match resources to demand.

Ref	Objective	Key deliverables	Milestone dates	Resources allocated	Expected benefits
3.4.2.4	Scientific Services	Subject to Business Improvement Group (BIG) approval, implement recommendations from the efficiency review into the High Tech Crime Unit.	Q2	Scientific Services Manager	Ensure that the HTCU (and more broadly Scientific Services) are working as efficiently as possible using available resources effectively.
3.4.2.5	Criminal Justice Unit	(a) Seek to establish a fully integrated Victim & Witness / Victim Support Service into one service. (b) Develop core Information Sharing Agreements with key Criminal Justice partner agencies. (c) Subject to Business Improvement Group (BIG) approval, deliver & embed the outcomes of the 2016 'lean' Criminal Justice digital disclosure review.	Q3	Head of Criminal Justice Department	Provide a better service to victims and reduce duplication of services. Formalise current partnership arrangements. Streamline processes thereby securing efficiency savings.

3.4.3 Data Protection

3.4.3.1	To ensure that SOJP achieves compliance with the new EU General Data Protection Regulations and Law Enforcement Directive.	Ensure compliance with new Data Protection and Information Security Regulations.	Q4 2017	Head of Information Management, Security & Compliance	Compliance with the regulations. Demonstrate clear leadership in the area of Data Protection compliance and management of personal information.
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3.4.4 Invest in Core technology and systems to support new ways of working

3.4.4.1	Deliver the SMARTpolice mobile working solution	(a) Following completion of user requirements, assess the most effective way to deliver the required technology solutions. - Complete Procurement strategy - Complete Invitation to Tender documentation - Develop Phase 2 delivery plan - Progress project in accordance with agreed delivery plan - Develop and deliver a change management plan to support new working practices (b) Develop and implement APIs to allow the mobile data platform to communicate with back office systems in a secure and auditable way. (c) Implement Viewpoint and other process changes required by the SMART Police project.	2017 and 2018	Director Corporate Services SMARTpolice project team Independent contractors Key partners and stakeholders	Improved contact with the public. Improved officer safety. Improved resource management. £500k savings during 2018 and 2019 . Enabling new ways of working.
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Ref	Objective	Key deliverables	Milestone dates	Resources allocated	Expected benefits
3.4.4.2	Upgrade existing Command & Control system	Provide SoJP with the mechanism to capture all police activity in relation to attended incidents, with a far greater degree of accuracy.	Q2	Senior Analyst / Developer	Upgrade core IT system and enhance functionality and effectiveness.
3.4.4.3	Rationalisation of Digital Evidence Management System(s) (VPMedia)	Consolidate all digital media currently linked to Case Files (Photographs, CCTV, Body Worn Video (BWV), Interviews) into one application that has the flexibility to support additional systems brought online in future.	Q1	Senior Analyst/Developer	Support the technical requirements of the Digital Interview Recording equipment in place at the new Police HQ. Reduce disk space by removing duplicate media entities from the case file. Allow all media files to be sent to third-parties electronically, eliminating information security concerns around the use of discs.
3.4.4.4	Improved administrative systems	Implement Vehicle Fleet Management system and Enquiry Desk Booking system, in support of new procedures for the new Police HQ.	Q1	Fleet Manager Information Security Officer Head of IT	Improve building security and compliance with fire regulations by auditing all visitor movements within the new Police HQ. Reduce time spend obtaining vehicle keys by implementing a booking in/out process for all fleet assets.
3.4.4.5	Replace Property Management system	Implement the findings of an internal review into Property Management, incorporating the evidential property system into Case Management and providing a separate system for managing lost property.	Q3	Systems Developer	Financial savings of £4,500 per annum in software licencing costs.
3.4.4.6	Improve Performance Data	Enhance the production and availability of performance figures/key performance drivers using Microsoft SQL Business Intelligence. Once approved, implement any recommendations of the internal review into Business Analytics.	Q3	Performance Manager SQL Systems Analyst	Empower SoJP internal customers with management information, processed and analysed using 'data warehouse' techniques.
3.4.4.7	System enhancement	Design and implement a new sex offender IT management system.	Q1	DCI Crime Operations	Reduce bureaucracy and costs.

3.4.5 Support Multi-Agency Collaboration

3.4.5.1	Implement combined Customs/Police IT facilities at Jersey Airport, Jersey Harbour and the new Police HQ	Facilitate the joint operations of SOJP and Jersey Customs and Immigration Service (JCIS) in the areas of surveillance and border control.	Q2	IT Support Manager Systems Developer	Financial savings through a reduction in rent at Ports of Jersey facilities. Facilitate a more effective response through greater information exchange between the agencies
3.4.5.2	Implement the findings of the Criminal Justice Admin Disclosure review and Honorary Police Partnership Network (HPPN) project	Once approved by Business Improvement Group (BIG), provide electronic court bundles to prosecution, defence and courts service. Provide access to Police systems at the Parish Hall, to facilitate straight-through processing of Parish Hall Enquiry offences, improve crime and intelligence recording by Honorary officers and improve administration of firearms certificates (and violations).	Q4	Head of IT Senior Analyst/Developer	Financial savings through a reduction in paper file printing and staff time involved in the preparation of disclosure bundles.

Ref	Objective	Key deliverables	Milestone dates	Resources allocated	Expected benefits
3.4.5.3	Develop a Service Level Agreement for the provision of Scientific Services with Jersey Customs and Immigration Service	Explore opportunities for Scientific Services to develop a stronger and more formal SLA with Jersey Customs and Immigration Service	Q1	Scientific Services Manager	Formalised agreements between Crime Scene Investigation and Jersey Customs and Immigration Service (JCIS) with regards to scene examinations, and decanting of suspected drugs from packaging to allow JCIS to make savings on current processes. Consideration of whether digital forensic work could be centralised within SOJP HTCU to give further savings on infrastructure and resources.

3.4.6 Communications

3.4.6.1	Internal Communications	Review the effectiveness of SOJP's existing internal communications and make recommendations, as appropriate, to the Senior Management Board.	Q2	Corporate Comms Manager	Ensure that communications are fit for purpose, focused in productive areas and take advantage of modern technology developments where appropriate.
3.4.6.2	Review social media	In addition to its general communications purpose, research the broader application of social media and how it may further support operational policing objectives. Present findings and recommendations to the Senior Management Board. Review SOJP's social media presence to ensure the Force: - continues to extract value from existing social media channels - identifies and develops a presence in new social media channels, as required to meet policing objectives.	Q3 Q4	Corporate Comms Manager Corporate Comms Manager	Identify additional opportunities for enable social media channels to support operational policing activities.

3.4.7 Modernise police estates and facilities

3.4.7.1	Finalise preparations to move into the new Police HQ building	Finalise preparations to move to new Police HQ building works: - complete fitting out. - ensure all new operational procedures are established and tested - ensure the relocation plan is complete in order to minimise operational risks. Migrate live systems to New Police HQ building. Failover all Police systems to backup capabilities and relocate live equipment to the new headquarters, whilst maintaining the availability of all essential systems. Integrate Custody system with cell door kiosk. - Provide information in relation to the prisoner (warnings etc.) on a touch screen by the cell door. - Integrate activity log with the Viewpoint Custody system to provide continuity of all officer/prisoner actions.	Q1 Q1 Q1	Project Manager Contractors Relocation Project Team Head of IT Head of IT	Police Headquarters Building which meets modern day requirements and is flexible enough to support on-going operational changes. In particular: - A modern Island-wide command capability (Force Control Room). - Home Office compliant Custody Suite to hold up to 20 Detainees. - Integration of Customs officers within the Force's Intelligence and Financial Crimes units. - Inclusion of the Jersey Fire & Rescue Service call handling within the Force Control Room. - A technically and physically smarter environment that will enable new ways of working (including mobile working). Increased officer/prisoner safety and improved auditing capabilities.
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Ref	Objective	Key deliverables	Milestone dates	Resources allocated	Expected benefits
3.4.7.2	Relocate to new Police HQ	Move in to the new Police HQ: - Mobilise the relocation plan. - Train Officers and Staff on new systems and new ways of working. - Manage ad-hoc issues as they arise.	Q1	Project Manager Heads of Department Relocation Project Team	A smooth transition between buildings. Minimise operational risks. Embed new ways of working.
3.4.7.3	Decommission old Police estate	On conclusion of the relocation to the new Police HQ building: (a) Decommission the Old Police HQ and other redundant estate, and hand back to Property Holdings Department. (b) Remove all SoJP IT assets from the old Police HQ and other redundant estate.	Q2	Project Manager, Decommissioning Team & Property Holdings Department Head of IT	Reduction in management costs associated with the Old Police HQ estate. Making States property available for other Government purposes. Minimise any residual information security risk with the of Police estate.
3.4.7.4	Complete snagging for new Police HQ	Complete initial snagging issues for new Police HQ.	Q4	Project Manager	Ensure new Police HQ is aligned with agreed building specifications. Resolve any subsequent snagging issues.

3.4.8 Finance, Governance and Corporate Risk

3.4.8.2	Corporate Risk	Build on and embed a risk culture across the States of Jersey Police.	Q2	Performance Manager	An improved understanding of the key risk drivers.
3.4.8.3	Financial Information	Following the set up of a Finance Committee in 2016, build on what has been achieved and embed a culture of financial prudence to better understand the cost drivers of Police operations and services.	Q2	HA Finance Director Corporate Services Performance Manager	An improved understanding of the key cost drivers to identify opportunities for further efficiencies and savings.
3.4.8.4	Financial Savings	(a) Monitor closely the delivery of financial savings identified for 2017 and take action as required. (b) Develop detailed plans to meet the budget reductions in place for 2018, assessing how well agreed strategic savings initiatives are delivering against their anticipated savings targets, and take action as required.	Q4 Q3	Director Corporate Services Finance Manager Finance Board Director Corporate Services Finance Manager Finance Board	Ensure delivery of savings agreed within the MTFP2.

4. Resources

2017 Budget Allocation

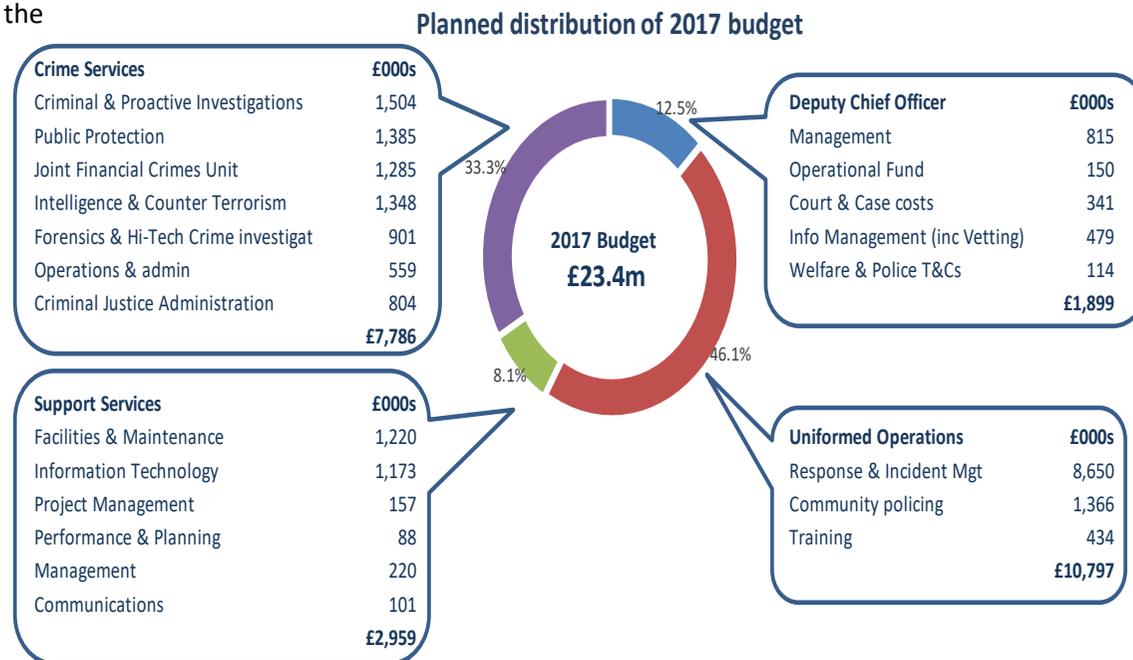
As part of the overall States of Jersey Medium Term Financial Plan (MTFP), the States of Jersey Police is being asked to reduce its baseline budget by £1.85 million by 2019. Whilst the priority is to protect frontline capability, workforce reductions will be required to deliver a significant part of the savings. By the end of 2017, the SOJP expects to have not more than 208 Police Officers and 103 civilian staff.

The 2017 budget allocation has been set at £23.4 million, which reflects a net reduction of £0.382 million (1.6%) on 2016's budget.

Included in the 2017 figure are the full year costs of ten new recruits that were taken on in October 2016 and who are vital to ensure effective succession planning for forthcoming retirements over the next several years. To ensure continuity of service, it is important that these officers are given the time and opportunity to learn from their more experienced colleagues.

To offset these additional Police staffing costs, in addition to making significant savings in non-staff costs, the Police continue to invest in technology in order to work more efficiently, as well as working more closely with partner agencies.

Similar to previous years, the majority of the budget is allocated to Staff costs (86%). Included in the budget is income of £205k, reflecting payment for services rendered. At the same time, the Police will continue to look into whether there are other opportunities to charge for services provided.



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