

# States of Jersey Police

## Policing Plan 2024 - 2027



**JERSEY POLICE**  
AUTHORITY

Prepared by the Jersey Police Authority

R.42/2024

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Photography used throughout this document is kindly supplied by local A level student Jacob Pearce.



## Foreword by the Jersey Police Authority Chair

It is with responsibility and commitment that I assume the role of Chair of the Police Authority. A position charged with upholding the principles of accountability and transparency in the vital work of the States of Jersey Police. As stewards of public trust, the Police Authority plays a crucial role in ensuring that our police force remains dedicated to serving and protecting our island's population and visitors. I am delighted to present this four-year Policing Plan for the years 2024 – 2027.



*JPA Chair, Simon Harman*

Accountability is the cornerstone of effective policing, and this policing plan reflects our unwavering commitment to this fundamental principle. We recognise that the public places their trust in our police. We must ensure that this trust is well-placed and well-maintained. The Authority stands as the voice of the public, working diligently to hold the Chief Officer accountable for the actions and decisions of the States of Jersey Police without compromising operational independence.

Our primary responsibility is to act on behalf of the public, ensuring that the Police Force operates within the bounds of the law, and maintains strong ethical standards, and the values of our Island community. This four-year policing plan outlines the mechanisms through which the Authority will exercise its oversight role, including rigorous scrutiny, performance evaluations, and transparent reporting. We are committed to fostering a culture of openness that invites public input, promotes dialogue, and builds mutual trust. The relationship between the Police Authority and the Chief Officer is one of collaboration and oversight. While recognising the autonomy necessary for effective policing, the Authority will diligently scrutinise the decisions and actions of the Chief Officer to ensure they align with the Government of Jersey's Common Strategic Policy and Government Plan. By holding the Chief Officer to account, we aim to strengthen the integrity of our police service and enhance public confidence in its operations.

Additionally, we acknowledge the important role that the Police Authority plays on behalf of the Minister for Justice and Home Affairs. This policing plan outlines our commitment to working collaboratively with the Minister, aligning our strategic priorities with the broader objectives of the Department for Justice and Home Affairs and overall government strategic policy.

I am confident that the diligent efforts outlined in this plan will not only strengthen the accountability mechanisms within our police force but also contribute to the overall safety and well-being of our community. I express my sincere gratitude to the dedicated members of the Police Authority and our police colleagues whose unwavering commitment to public service forms the backbone of our collective mission. In closing, I extend an invitation to our community members to actively engage with the Police Authority. Your input is invaluable, and together, we can foster a safer, more just, and accountable policing environment that serves the needs of all Islanders.

*Simon Harman*

A photograph of a white lighthouse with a glass-enclosed lantern room, situated on a rocky island. The lighthouse is the central focus, with the sea and a clear blue sky in the background.

**“ Our primary responsibility is to act on behalf of Islanders, ensuring that the States of Jersey Police Force operates within the bounds of the law, ethical standards, and the values of our Island community.”**

## Foreword by Chief Officer, States of Jersey Police



*Chief Officer, Robin Smith*

It is with great pride and a sense of duty that I present this policing plan as the Chief Officer of our Island Police Force. Policing is not merely a profession; it is a calling grounded in the commitment to safeguarding the lives and well-being of those we serve. As we embark on this new strategic journey, our focus remains steadfast: to keep our community safe, protect the vulnerable, prevent crime, and bring offenders to justice.

Safety is the cornerstone of a flourishing society, and it is our solemn responsibility to ensure that every resident and visitor to our Island feels safe and secure. This plan outlines our comprehensive approach to maintaining public safety through proactive and community-oriented policing. We recognise that safety is not just the absence of crime but also the presence of justice, equity, and a community that looks out for one another.

A key pillar of our mission is the protection of vulnerable individuals within our community. Whether facing the challenges of age, socioeconomic status, or any other circumstance that renders one susceptible, we are committed to providing unwavering support and protection. Through targeted initiatives, partnerships, and community engagement, we will work tirelessly to create an environment where vulnerability meets empathy and swift intervention.

Crime prevention is not solely the responsibility of the police service; it is a collaborative effort between law enforcement and the community we serve. In this plan, you will find a blueprint for strengthening our partnerships, enhancing community engagement, and implementing innovative crime prevention strategies. By working together, we can address the root causes of criminal behaviour and create a safer, more resilient island. Bringing offenders to justice is at the core of our mandate.

We will pursue this objective with diligence, employing modern investigative techniques, fostering collaboration with our justice system partners, and ensuring the fair and impartial application of the law.

Our commitment to justice extends beyond punishment; it includes rehabilitation and addressing the root causes of criminal behaviour to break the cycle of reoffending. To achieve this, we will assist colleagues in the implementation of the new Building a Safer Community initiative due to be launched this year.

In an era of fiscal responsibility, we understand the importance of providing value for money. Every resource entrusted to us will be managed judiciously to ensure the most effective and efficient delivery of services. This policing plan outlines our commitment to transparency, accountability, and continuous improvement in resource allocation to maximise the impact of our efforts.

I extend my gratitude to the dedicated men and women of our Island Police Force whose unwavering commitment to our community forms the bedrock of our success. Our Island is not merely a place on the map; it is a vibrant community where safety, justice, and the well-being of all are paramount. Your collaboration is vital to our shared success. Together, we will face the challenges ahead and build a safer, more resilient Island for generations to come.

*Robin Smith*



# Executive Summary Policing Plan 2024 – 2027



Executive Summary: Jersey Police Authority Four-Year Policing Plan

As the Chair of the Police Authority, I present a comprehensive four-year policing plan that prioritises Island Safety, Public confidence, Policing Values and Culture, Value for Money and Problem-solving Policing. This strategic roadmap reflects our unwavering commitment to fostering a secure, accountable and community-oriented policing environment.

1. **Island Safety:** Our primary objective is to enhance Island Safety through proactive measures. This involves strengthening community policing, leveraging cutting-edge technology, and establishing robust maritime and border security protocols. By doing so, we aim to create an environment where every resident and visitor feels secure and protected.
2. **Problem Solving Policing:** Embracing innovative Problem-Solving Policing techniques is essential to address the dynamic challenges our community faces. This includes establishing crime analysis units, developing restorative justice programs, and integrating mental health and social services into our response strategies. By proactively identifying and addressing issues, we seek to prevent and reduce crime while fostering community well-being.
3. **Policing Values and Culture:** We recognise the profound impact of Policing Values and Culture on service delivery. Our plan prioritises the cultivation of an organisational culture that upholds integrity, diversity, and community partnership. By investing in ongoing training and mentorship programs and embracing best practices, we aim to embed these values at every level of our organisation.
4. **Public Confidence:** Building and maintaining Public Confidence is paramount to our mission. Transparency, accountability, and community engagement are central tenets of this strategy. Implementing measures such as body-worn cameras, cultural sensitivity training, and enhanced community engagement will ensure that our actions align with the expectations and values of the communities we serve.
5. **Value for Money:** Optimising resources and ensuring Value for Money is a key pillar of our plan. Through regular resource allocation reviews, performance metrics, and collaborative partnerships, we will strive to maximize the impact of every pound invested in policing. Our commitment is to deliver efficient and effective services that meet the evolving needs of our Island community.

Conclusion:

**This four-year policing plan is a testament to our dedication to the safety and well-being of our island community. By focusing on Island Safety, Problem Solving Policing, Policing Values and Culture, Public Confidence and Value for Money, we aim to create an organisation that not only meets the expectations of our residents but exceeds them. Through collaboration, transparency, and innovation, we will embark on this journey to build a safer and stronger Island community together.**





# POLICING PLAN ON A PAGE 2024



## Our Strategic Vision

In delivering our Policing Plan, we will ensure that Jersey remains a safe place to live and crime stays low. We commit to support and safeguard vulnerable people within our community as well as victims of crime. We want people to continue to have trust and confidence in our policing, and in doing so, we will ensure that our Police service is empowered to deliver the best service for Islanders whilst ensuring value for money.



Tackle Violence Against Women and Girls in Jersey

## Keeping People Safe

Discharge our responsibilities as corporate parents, to 'Care experienced' young people in Jersey



Improve the safety of all road users through focused enforcement and collaborative road safety partnerships



Using Problem Orientated Policing methods, continue to reduce the demand of mental health incidents on the Police

## Problem Solving Policing

Use enhanced prevention and intervention strategies to further protect those young persons who may be vulnerable to involvement in crime or anti-social behaviour



Enhance the use of data driven analysis in the prevention and detection of crime



Embed the Equality, Diversity and Inclusion Strategy to develop a culture and environment where our staff can thrive

## Our People Our Culture

Ensure the safety, health and overall wellbeing of our staff is a priority in an environment that encourages development and high performance

Ensure the safety of our communities through the recruitment of individuals who demonstrate the values of SOJP and Code of Ethics



Deliver continuous improvement through learning to empower and equip our people, with the skills to provide exceptional public service



Undertake meticulous investigations, supported by high quality case files, to ensure offenders are brought to justice

## Prevent Crime & Bring Offenders to Justice

Demonstrate effectiveness, investigating and prosecuting money laundering and terrorist financing crimes

Improve our understanding of and response towards those who inflict the most harm in our community



Deliver an effective response to reports of crime and antisocial behaviour, enhancing trust and confidence in SoJP



VALUE FOR MONEY

Deliver financial stability

## Provide Value for Money

Improve our understanding of current and future demand to enable effective resourcing decisions



Develop innovative solutions to maximise efficiencies and effectiveness

## Financial Planning 2024 – 2027

At the time of writing this policing plan, the States of Jersey Police have been allocated the following estimated budget for the financial years 2024 - 2027

### States of Jersey Police Budget

FY	2024	2025	2026	2027
£'000	27,335	27,425	27,402	27,381



In recent years, the States of Jersey Police (SOJP) have been asked by the government to make significant savings to help ease the burden of public financing pressures. While the Jersey Police Authority (JPA) supports the idea of the organisation sharing these pressures, it is important to note that inadequate funding can have several negative consequences. This could affect public safety, police effectiveness, and the overall well-being of the community. It is important to understand that the specific consequences may vary depending on the extent of underfunding and the unique circumstances of life on the island.

The JPA is aware that the minimum number of Police Officer headcount should be 215, along with 125 support staff, as agreed by the States Assembly in 2019. However, the additional pressures faced by the government since the pandemic have made it challenging for treasury colleagues to fulfil the expected investment.

Although it is important for police to contribute to efforts to address public financing pressures, it cannot be at the expense of having inadequate numbers of police and support staff to deliver what the people of Jersey deserve and expect. Striking a balance between adequate funding for SOJP and holding them accountable for their performance is crucial. The consequences of underfunding can be detrimental to both officers and staff, as well as the communities they protect.

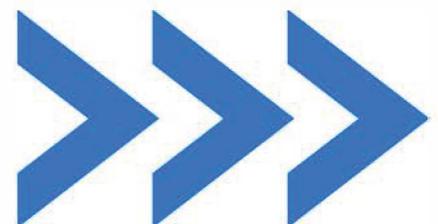
## Strategic Vision Statement – and explanation



### Current vision statement

- *In delivering our policing plan, we will ensure that Jersey remains a safe place to live and that crime stays low.*
- *We commit to support and safeguard vulnerable people within our community and victims of crime.*
- *We want people to continue to have trust and confidence in our policing and in doing so we will ensure that our police service is empowered to deliver the best service for Islanders whilst ensuring value for money.*

We have 5 'pillars' to underpin the vision statement



# 1. Strategic Vision – Outcome 1 Keeping People Safe



"Keeping People Safe" in policing means a comprehensive and multifaceted approach to policing that prioritises the protection and well-being of individuals and communities, whilst also fostering positive relationships and trust between the States of Jersey Police and the community we serve. It requires a balance between crime prevention, effective response, community engagement, and adherence to the principles of justice and fairness.

## 1. Preventing Crime:

One of the core roles of the police is to proactively deter and prevent criminal activities. This involves deploying staff, implementing community-policing strategies, and utilising data and intelligence to identify and address potential crime hotspots and patterns in our communities.



## 2. Responding to Emergencies:

Police are often the first responders to various emergencies, including collisions, medical incidents, natural disasters, civil contingencies and incidents involving violence or threats to public safety. Keeping people safe means promptly and effectively responding to these situations to mitigate harm and provide necessary assistance.



## 3. Enforcing Laws:

Our staff have a duty to ensure that Jersey laws are upheld. This includes apprehending criminals, conducting meticulous investigations, and ensuring that those who break the law are held accountable through the criminal justice system.



## 4. Community Engagement:

Building trust and partnerships within the community is essential in keeping people safe. Police engage with community groups, undertake Parish Hall visits, and deliver public education inputs to foster cooperation between policing and the public.



## 5. Protection of Vulnerable Populations:

Police have a responsibility to protect vulnerable populations including children in-line with our Corporate Parent responsibilities, the elderly, victims of domestic abuse and the wider issues surrounding Violence against Women and Girls (VAWG), and those in crisis with mental health issues who cause a risk to themselves or others. This involves specialised training and resources to address the unique needs of such groups within our community.



## 6. Crisis Intervention:

Police regularly encounter individuals in crisis, due to mental health issues or other factors. Keeping people safe means having the training and resources to manage these situations to minimise harm and connect individuals to appropriate support services.



## 7. Road Safety:

States of Jersey Police play a key role with partners in maintaining road safety. This includes activities such as the enforcement of our traffic laws, responding to collisions, and conducting driving under influence (DUI) checkpoints to reduce the risk of collisions and fatalities on our roads.



## 8. Public Safety Education:

Educating the public around personal safety measures and crime prevention is an essential aspect of keeping people safe. This includes providing information on personal safety, cybersecurity, and ways to avoid becoming a victim of crime.



## 9. Procedural Justice:

The States of Jersey Police undertake policing with the consent of fairness, transparency, and accountability is crucial in building and maintaining trust. This includes ensuring that our staff act ethically and treat all individuals with respect and dignity.



## 2. Strategic Vision - Outcome 2 Problem-Solving Policing



Problem-solving in policing is an approach, which focuses on addressing the underlying causes of crime and community issues, rather than simply reacting to criminal and anti-social incidents. It emphasises collaboration between the police, our partners, and the communities we serve to identify and solve problems that contribute to crime and disorder. This approach aims to be proactive and preventive, rather than solely relying on traditional policing methods such as arrests and prosecutions. It is a departure from traditional top-down, enforcement-focused policing models and seeks to build trust, enhance transparency, and improve overall public safety through a more inclusive and community-oriented approach.

Key components of problem-solving policing include:

### 1. Partnerships:

The Police work closely with other governmental departments, community organisations, social service providers, and community members to identify and address public safety concerns. These partnerships can help leverage resources, data sharing, expertise, and insights from diverse perspectives.



### 2. Problem-Oriented Policing (POP):

This approach involves police working with partners and the community to identify recurring issues and concerns that contribute to crime, including specific issues or problems such as mental health, missing children, improving road safety or tackling anti-social behaviour, and developing tailored strategies to address them. It encourages the police and partners to understand the root causes and underlying issues, rather than the symptoms, and work collaboratively to find solutions and reduce harm and the associated demand.



### 3. Community Engagement:

Community members are actively involved in the problem-solving process. They provide input, share concerns, and work alongside the police and other agencies to develop strategies that are sensitive to the needs and priorities of the community.



### 4. Data-Driven Analysis:

Problem-solving policing relies on data and evidence to identify trends, patterns, and hotspots of criminal and anti-social activity. Analysing data helps the police and our partners understand threats, harms and risks to make informed decisions about resource allocation and intervention strategies.



### 5. Prevention and Intervention:

Police collaborate with community organisations, social services, and other stakeholders to develop and implement solutions tailored to the specific problem. These solutions can include community policing initiatives, social programs, and environmental changes. Rather than relying solely on punitive measures, problem solving focuses on prevention and early intervention. It seeks to address the underlying factors contributing to crime and disorder, such as poverty, addiction, adverse childhood experiences, or lack of access to mental health services.



### 6. Accountability and Transparency:

The approach emphasises accountability within partner agencies. It requires clear reporting on progress, outcomes, and transparency in decision-making processes to determine whether they are reducing crime and improving the quality of life in the affected area.



### 7. Evaluation and Adaptation:

Problem-solving policing is an ongoing process that involves continuous evaluation and adaptation of strategies. The Police and our partners regularly review the effectiveness of activities and make adjustments as needed.



### 8. Community Policing Philosophy:

Problem-solving policing aligns with the principles of community policing, which include building positive relationships between the Police and the community, problem-solving partnerships, and a focus on long-term solutions to crime and disorder.

### 3. Strategic Vision - Outcome 3 Our People our Culture



The States of Jersey Police are committed to providing a policing service, which meets and reflects the needs of all of our communities. Individuals or groups of individuals must be treated fairly based on their specific protected characteristics, including race, gender, disability, religion or belief, sexual orientation or age. Our communities are multicultural representing people from all over the world, we aim to understand the demographics of our island and the specific needs of those communities, so we can provide a police service that is effective and efficient, whilst building trust and confidence in what we deliver.

This also means that we treat our own people in the same manner, encouraging and embedding equity, diversity and inclusion in our workforce. It is essential that our culture aligns with our organisational values.

Key Elements include:

#### 1. Values and Ethics:

Clearly define and communicate the core values and ethics all members of the police force are expected to uphold. These values include the Code of Ethics principles such as integrity, respect, fairness, and accountability.



#### 2. Leadership Development:

Invest in leadership development programs to cultivate effective, supportive and ethical leaders within the police force.



#### 3. Diversity and Inclusion:

Promote diversity and inclusion within the police force to reflect the communities we serve, promoting a positive culture and environment which values difference and within which our staff can thrive. Further develop and implement recruitment and hiring strategies, which attract a diverse pool of candidates who are reflective of our community.



#### 4. Partner and Community Engagement:

Build upon the existing positive relationships between the States of Jersey Police, our partners, stakeholders and community, gaining an informed understanding of the demographics of our communities, their needs and priorities to shape and inform our service delivery.



#### 5. Mental Health and Wellness:

Prioritisation of the mental health and well-being of our staff. Offer proactive support including counselling services, stress management programs, and resources to help our staff in dealing with difficulties they encounter.



#### 6. Training and Education:

Ensure all our staff are trained and appropriately skilled for the roles they undertake, ensuring they stay up to date with best practices and emerging trends in policing, through continuous professional development, in-line with the College of Policing and Code of Ethics.



#### 7. Accountability and Transparency:

Establish clear mechanisms for accountability within the States of Jersey Police. Encourage appropriate use of body-worn cameras, ensure thorough investigations of misconduct, and hold our staff accountable for unethical or unlawful behaviour. Investigate and address complaints of misconduct promptly and fairly.



#### 8. Continuous Improvement:

Encourage a culture of continuous improvement across the organisation by regularly evaluating and updating policies, procedures, and training programs based on feedback and data-driven insights. Consider and respond to national and local thematic inspection reviews, performance audits and operational incident debriefing.



### 9. Data and Accountability Metrics:

Monitor and record key performance indicators (KPIs) relating to our people, focusing on outcome-based accountability. Regularly analyse and report on these metrics to measure progress and identify areas for improvement.



### 10. Transparency and Communication:

Enhance transparency by sharing information about policing activities, policies, and outcomes with the public. Use social media, community meetings, and regular reports to keep the community informed.



### 11. Crisis Response and Preparedness:

Develop and regularly update crisis response plans alongside other emergency planning stakeholders to address islanders concerns, natural disasters, or large-scale emergencies. Ensure that these plans prioritise the safety and well-being of the public and our staff.



### 12. Feedback Mechanisms:

Establish channels for our people to provide feedback and raise concerns, including Pulse Surveys. Ensure that these mechanisms are easily accessible and transparent.



### 13. Collaborative Problem-Solving:

Collaborate with community leaders, stakeholders, and advocacy groups to identify and address systemic issues, such as disparities in the application of policing powers to maintain the legitimacy of the States of Jersey Police.



### 14. Awards and Recognition:

Value and recognise the achievements of our staff, who together with the support of members of our community, contribute to saving lives, preventing crime and both arresting and bringing offenders justice. Our staff are our most important asset, and their notable achievements deserve recognition.



**By implementing this comprehensive overarching strategy for people and culture in policing, States of Jersey Police seek to build towards a more ethical, accountable, and community-oriented police force that is reflective of the community and effectively protects all members of society, whilst building upon existing positive community relationships.**



## 4. Strategic Vision – Outcome 4 Prevent Crime and Bring Offenders to Justice

Preventing crime and bringing offenders to justice are core and fundamental objectives for the States of Jersey Police. We will achieve this by working on the following strategies and approaches:



### 1. Community Engagement and Partnerships:

Further build trust and collaboration between States of Jersey Police, Honorary Police, our criminal justice partners, community groups and residents. This will be achieved through effective governance meetings, supported by accurate shared data and joint performance dashboards and effective community engagement to understand priority collaborative partnerships which address local issues.



### 2. Proactive Policing:

Engage in intelligence led proactive and high visibility preventative patrols in hotspot areas, as identified through analysis and coordinated through the Tactical Tasking Coordination Group (TTCCG), utilising data and intelligence to underpin this. High visibility patrols will seek to prevent and suppress crime and provide our community with reassuring visible and engaging presence.



### 3. Serious Crime:

Through the effective use of intelligence, identify and tackle Organised Crime Groups (OCGs) that are intent on inflicting harm on our community and those involved in money laundering or the financing of terrorist activities.



### 4. Justice and Prosecution:

Ensure our staff are trained and qualified to undertake meticulous investigations, supported by the preparation of high-quality evidential files and utilising the appropriate technology to present evidence to the Law Officer's Department (LOD) and enable effective prosecutions.



### 5. Intelligence and predictive policing:

Utilise data and technology to identify crime trends and repeat or persistent offenders. Using evidence based predictive policing methods can assist in effective resource allocation ensuring that the right resource is in the right place at the right time to effectively and proactively target hotspots and repeat offenders.



### 6. Problem Orientated Policing:

This approach involves police working with partners and the community to identify recurring issues and concerns that contribute to crime, including specific issues or problems such as anti-social behaviour hotspots, and developing tailored strategies to address them. It encourages police and partners to understand the root causes and underlying issues, rather than the symptoms, and work collaboratively to find solutions and reduce harm and the associated demand.



### 7. Victim Support Services:

Work in conjunction with Victims First Jersey to ensure that victims have confidence and feel supported in reporting crimes. This will increase confidence in States of Jersey Police, the wider criminal justice system and will enhance our ability to identify offenders, gather evidence and undertake prosecutions, protecting the community from harm.



## 8. Technology and innovation:

Invest in technology which supports States of Jersey Police in gathering overt and covert evidence to support prosecutions. This includes opportunities to exploit innovations around artificial intelligence (AI), evidence retrieval from electronic devices and software platforms to position the States of Jersey Police as a force equipped to effectively deliver policing in the future. We will ensure that the data is processed and stored responsibly and complies with Jersey Office of the Information Commission (JOIC) guidance and legislation surrounding data protection.



## 9. Specialist Units:

Ensure that our specialist departments are effectively resourced, and suitably trained to combat complex and emerging crime types. This includes child sexual exploitation and the management of high-risk offenders. By implementing the approach as outlined and continuously evaluating its effectiveness, our police force can work towards preventing crime and ensuring offenders are brought to justice whilst maintaining the trust and consent of the community we serve.



## 5. Strategic Vision – Outcome 5 Providing Value for Money

States of Jersey Police will deliver a value for money strategy through the effective management of resources and the provision of high-quality policing services to the community it serves. By adopting these strategies and maintaining a commitment to accountability and transparency, States of Jersey Police can work toward delivering a value for money strategy that optimises resources while effectively serving and protecting the community.

### 1. Performance and Demand Analysis:

Establish clear performance metrics and key performance indicators (KPIs) to measure the efficiency and effectiveness of all police operations, focusing on outcome-based accountability.

Carry out demand profiling and forecasting to inform strategic decisions and produce efficiencies in the way we work.

### 2. Resource Allocation:

Allocate resources based on data-driven assessments of crime trends, community needs, and priorities. Using predictive analytics and forecasting to inform resource allocation and strategic planning.

### 3. Collaboration and Partnerships:

Collaborate with other community organisations, and social services to leverage resources and share costs. Engage in joint operations and task forces to address the underlying causes of relevant issues efficiently.

### 4. Technology and Automation:

Utilise modern technology and systems to streamline administrative tasks, such as record keeping and reporting. Further development of advanced data analytics tools to identify patterns and trends in criminal activity.

### 5. Cost Management and Efficiency:

Continuously review and streamline internal processes to eliminate waste and unnecessary bureaucracy and further reduce costs.

### 6. Performance-Based Budgeting:

Prioritise spending on programs and initiatives with an evidence base demonstrating effectiveness.

### 7. Risk Management:

Identify and mitigate risks that could impact the efficiency and effectiveness of police operations. Develop contingency plans for emergencies and unexpected challenges, including major incidents.

### 8. Transparency and Accountability:

Maintain transparency in financial matters in accordance with the Public Finances Manual and report on how resources are allocated and used. Hold our staff accountable for achieving performance targets and delivering value.

### 9. External Audits and Reviews: (Peer Reviews and Independent Inspections)

Engage external auditors or review boards to assess the effectiveness of policing practices, policies, and compliance with ethical standards and respond to any findings, developing plans to mitigate.

### 10. Feedback and Continuous Improvement:

Encourage feedback from the community and internal stakeholders to identify areas for improvement. Use feedback to make data-driven decisions and continuously refine strategies.

### 11. Legal and Ethical Considerations:

Ensure that cost-saving measures do not compromise legal, policy and ethical standards. Uphold the highest standards of professionalism and ethics within the police force.



## JPA Performance Framework (Summary of measures)

Outcomes-Based Accountability (OBA) is a strategic management framework that focuses on achieving specific results or outcomes, rather than just measuring activities or outputs. When applying OBA to a performance framework, a summary of measures typically involves a structured approach to assess the effectiveness and impact of programmes, services, or initiatives.

*By incorporating these measures into an outcomes-based accountability framework, The Jersey Police Authority can systematically assess the performance of States of Jersey Police, demonstrate accountability to stakeholders, and drive continuous improvement in the pursuit of meaningful outcomes.*

Here are some key components that the JPA will use for conducting outcomes-based accountability within our performance framework:

### Clear Definition of Outcomes:

Clearly articulate the desired outcomes or results that the program or initiative aims to achieve. These outcomes should be specific, measurable, achievable, relevant, and time-bound (SMART).

### Performance Indicators:

Identify and establish measurable performance indicators that directly align with the defined outcomes. These indicators should provide quantifiable data to assess progress and success.

### Baseline Data:

Establish a baseline by collecting relevant data before the implementation of the program or initiative. Baseline data serve as a reference point to measure the impact and effectiveness of interventions.

### Targets and Benchmarks:

Set realistic and achievable targets for each performance indicator. Establish benchmarks that represent desired levels of performance and progress toward achieving the outcomes.

### Data Collection and Analysis:

Implement a robust data collection and analysis system to regularly monitor and evaluate progress. This involves gathering both quantitative and qualitative data through various methods, such as surveys, interviews, and statistical analysis.

### Regular Reporting:

Develop a reporting mechanism to communicate progress and results to stakeholders regularly. This could include performance dashboards, progress reports, or presentations that highlight key performance indicators and outcomes.

### Feedback Mechanisms:

Establish feedback loops for ongoing communication with stakeholders. Solicit input from beneficiaries, staff, and other relevant parties to gain insights into the effectiveness of the program and potential areas for improvement.

### Continuous Improvement Strategies:

Implement strategies for continuous improvement based on the analysis of performance data. This involves identifying successful practices, addressing challenges, and making data-informed adjustments to enhance outcomes.

### Cost-effectiveness Analysis:

Assess the cost-effectiveness of the program by comparing the resources invested to the achieved outcomes. This analysis helps ensure that resources are utilized efficiently to maximize impact.

### Alignment with Organisational Goals:

Ensure that the outcomes and measures align with the broader organizational goals and objectives. This ensures that the program contributes directly to the overall mission and vision of the organization.

### Adaptability:

Build in flexibility to adapt the measures based on changing circumstances, emerging trends, or new information. This ensures that the accountability framework remains relevant and responsive to evolving needs.

## Measurement and Evaluation

The fundamental outcomes of policing activities are to protect and ensure the safety, security, and well-being of our community, to understand how we are doing as a public service we must measure and evaluate our performance. We must demonstrate outcome-based accountability.

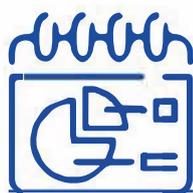


We track States of Jersey Police’s progress towards or away from a desired outcome by using key indicators which measure service performance, these indicators are organised around three questions – How much did we do? - How well did we do it? - Is anyone better off?

We evaluate strategies and initiatives based on their stated aims, actions taken and most importantly their outcomes and impact. It is only through doing this that we form an organisational evidence-base concerning what works in our context

The States of Jersey Police carries out analysis and evaluation of performance, using analytical and data science methods. The analysis is presented monthly at the States of Jersey Police Performance Management Board and on a quarterly basis to the Jersey Police Authority.

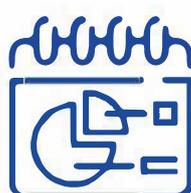
As this complex analysis is presented to the JPA, we pledge to also publish the data relevant to the performance against the policing plan on a quarterly basis and not just for the final year end report.



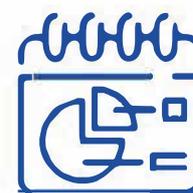
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