

# Service Delivery Plan

2017 – 2020



**BAILIWICK OF GUERNSEY  
LAW ENFORCEMENT**

*Working together to make the Bailiwick safe and secure  
Nous travail ensemble pour protéger et sauvegarder le Baillage*

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## Introduction

Welcome to the Service Delivery Plan for Bailiwick of Guernsey Law Enforcement. The purpose of this plan is to outline the priorities that the Guernsey Police and the Guernsey Border Agency will work towards in partnership during the period 2017 – 2020.

Providing law enforcement services to the islands brings with it particular challenges. The Bailiwick is recognised as a vibrant, successful financial centre with an increasingly diverse population. Although a permanent Law Enforcement presence is found in Guernsey and Alderney, we must be ready to deliver services to all the island communities.

Within this plan we have explained our shared vision for providing services over the coming three years, listing our priorities, detailing how we are organised and prepared to deliver this plan, and how we will measure performance or activity against these priorities. Whilst the plan has been compiled to focus priorities over a three year period, it will be renewed annually in order to take account of emerging issues and reflect the needs of our communities. This plan provides a blueprint as to how we will measure our effectiveness, learn from our experiences, continue to transform, improve and build on our successes. This plan aligns to the four themes within the States of Guernsey Policy and Resource Plan as shown below:



## Our Vision

*“We will work together with our partner agencies to keep the Bailiwick safe and secure, providing effective, accessible and responsive services which are trusted, delivered ethically and meet the needs of the communities we serve.”*

## Structure

Bailiwick of Guernsey Law Enforcement (BLE) is governed through a single management structure, under the political direction of the Committee *for* Home Affairs. BLE is divided into Divisions, ultimately overseen by the Head of Law Enforcement. Each Division specialises in particular aspects of work, but in practice staff from both organisations, in all Divisions, come together to tackle particular problems.

## Command Team



**Patrick Rice**  
*Chief Officer*



**Paul Ferbrache**  
*GBA Deputy Chief Officer*



**Ruari Hardy**  
*Superintendent*



**Nigel Taylor**  
*Superintendent*



**Peter Knee**  
*GBA Assistant Chief Officer*

*BLE Structure Chart can be found at Appendix A*

## Service Delivery Priorities

- 1 Security
- 2 Protecting the Vulnerable
- 3 Tackling Crime and Anti-Social Behaviour
- 4 Community Engagement and Citizen Experience
- 5 Technology
- 6 Standards, Performance and Development
- 7 Specialist Capabilities
- 8 Efficiency

In all that Bailiwick of Guernsey Law Enforcement does, the organisation will work towards the principles of the '4 P's'

- Prepare:** by working with others to reduce the impact of crime and disorder upon all our communities
- Protect:** to provide services with the aim of protection against crime and those that have the potential to cause harm to the Bailiwick
- Prevent:** by working in partnership with other law enforcement agencies, parishes, States Committees and the voluntary sector to prevent people from engaging in crime and disorder which causes harm to the Bailiwick
- Pursue:** prosecuting and disrupting crime and disorder which impact upon Bailiwick communities' quality of life and reputation as a world class financial centre

## Security

To ensure that the Bailiwick of Guernsey continues to be a safe and secure place in which to live, work and do business

1.		
1.1	<b>Emergency Response:</b> To provide an effective and timely 24/7 emergency police response to calls for service, with appropriate resources to meet the demand	Protect
1.2	<b>Borders:</b> To provide robust border controls to prevent the importation of prohibited or restricted goods and ensure compliance with customs and excise controls	Protect
1.3	<b>Immigration:</b> To provide immigration border controls to protect the Bailiwick and the Common Travel Area by identifying and denying admission to those attempting to enter in breach of the Immigration rules or to detect and remove foreign nationals in breach of the immigration laws	Protect
1.4	<b>Firearms Response:</b> To provide an on-island 24/7 firearms response to life threatening incidents, supporting unarmed officers and protecting members of the public	Protect
1.5	<b>Counter Terrorism:</b> To provide technical resources and expertise to tackle the continued and changing threat to national security from terrorist activity as part of the UK's Counter Terrorism Strategy	Protect
1.6	<b>Road Safety:</b> To provide initiatives and campaigns aimed at enhancing road safety for all road users	Prevent
1.7	<b>Offender Management:</b> To deliver appropriate offender management to manage the risk of sexual harm and/or serious violence	Prevent
1.8	<b>Financial Crime:</b> To work with the finance industry and other key stakeholders to identify and target those engaged in financial crime to protect the Bailiwick's reputation as a finance centre	Protect
1.9	<b>Incident Planning:</b> To plan and prepare for dealing with major/critical incidents or large scale / high profile events	Prepare
1.10	<b>Cyber Security:</b> To develop and implement online safety strategies to inform and protect individuals and businesses	Protect

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## Protecting the Vulnerable

### To protect those who are most at risk of becoming victims

2.		
2.1	<b>Protective Services:</b> To provide protective services aimed at protecting children and vulnerable adults, particularly those at risk of child sexual exploitation, child neglect and abuse, domestic abuse and sexual assault	Protect
2.2	<b>Repeat Victims:</b> To identify those persons subject of repeat victimisation and put in place actions to limit further victimisation	Prevent
2.3	<b>Mental Health:</b> To deliver a frontline response to those in mental health crisis, particularly those in immediate risk of harming themselves or others, working in partnership with other agencies	Protect
2.6	<b>Partnership Working:</b> Engage in appropriate inter-agency forums including the Multi-Agency Safeguarding Hub and the Multi-Agency Risk Assessment Conference in order to share information, and put in place protective arrangements	Protect
2.7	<b>Witnesses Support:</b> Working with partners to support victims and witnesses through the criminal justice process and reducing the risk of intimidation	Pursue
2.8	<b>Vetting:</b> Operate a disclosure and vetting function in order to provide the necessary checks and balances for employment and help protect the vulnerable from those with a known criminal history	Prepare

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## Tackling Crime and Anti-Social Behaviour

To prevent, investigate and reduce crime and anti-social behaviour, working with partners to focus on the specific offences that cause the greatest harm to our Bailiwick communities

3.		
3.1	<b>Serious Crime:</b> Prioritise the investigation of serious / serial / organised crimes and critical incidents, including proactive methods to reduce harm	Prevent
3.2	<b>Cyber Crime:</b> Identify, understand and put in place strategies to tackle emerging threats to safety posed by cyber and cyber enabled crime	Protect
3.3	<b>Proceeds of Crime:</b> Deprive offenders of the proceeds of their crimes to remove the incentive and means to engage in further criminality	Pursue
3.4	<b>Anti-Social Behaviour:</b> To implement targeted proactive initiatives such as deterrent campaigns aimed at tackling anti-social behaviour	Prevent
3.5	<b>Crime prevention:</b> To deliver up to date crime prevention advice, initiatives and campaigns to reduce the risk of people and businesses becoming victims of crime, including how to better protect themselves online	Prevent

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## Community Engagement and Citizen Experience

**Building and strengthening Bailiwick community partnerships to make Law Enforcement more open, accessible and responsive**

<b>4.</b>		
4.1	<b>Public Visibility:</b> Provide visible and accessible uniformed presence for public reassurance	<b>Protect</b>
4.2	<b>Community Policing:</b> Provide targeted neighbourhood policing services, delivering problem solving and proactive initiatives in designated areas through assigned neighbourhood officers	<b>Prevent</b>
4.3	<b>Voluntary Service:</b> Enhance the contribution of volunteers within Law Enforcement. Including Special Constabulary, Witness Care Unit Volunteers, partnership working with the Civil Protection Volunteers	<b>Prevent</b>
4.4	<b>Community Intelligence:</b> Encourage and respond to feedback and concerns, engaging with Parish authorities, businesses residents groups, voluntary organisations and other bodies	<b>Prevent</b>
4.5	<b>Accessibility:</b> To provide a range of convenient options for accessing law enforcement services and information and to provide a range of options to communicate with law enforcement	<b>Prepare</b>
4.8	<b>Criminal Information:</b> To promote and encourage the use of Crimestoppers and the confidential Drugline service	<b>Pursue</b>

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## Technology

### Investing in technology to deliver high quality efficient law enforcement services

5.		
5.1	<b>Cyber Strategies:</b> Work with Government partners to develop the Bailiwick Cyber Strategy, aimed at protecting critical national infrastructure and the Islands' economy	Protect
5.2	<b>Mobile Data:</b> Develop mobile data capability to enhance the effectiveness of frontline services	Protect
5.3	<b>ICT:</b> Work with the States of Guernsey Information Systems and Services to develop LE IT capability in order to maximize efficiency and effectiveness	Prevent
5.4	<b>Online Services:</b> Develop digital communications and explore online services including online crime reporting	Pursue

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## Standards, Performance and Development

### Uphold the highest professional, ethical values and standards in service to the Bailiwick communities

6.		
6.1	<b>Leadership:</b> To provide clear, decisive, effective and efficient leadership, within a defined governance structure across Law Enforcement	Prepare
6.2	<b>Staff Engagement:</b> Encourage and value staff engagement through initiatives such as: Middle Management Forums, Staff Suggestion Scheme and Staff Focus Groups	Prepare
6.3	<b>Facilities, Equipment and Training:</b> To provide our staff with the facilities, equipment and training required to deliver effective ethical frontline services	Prepare
6.4	<b>Crime Recording:</b> To record crime as far as practicable in line with the National Crime Recording Standard and the Home Office Counting Rules	Prevent
6.5	<b>Professional Development:</b> To undertake an annual appraisal for all LE staff members aligned to the actions within the Service Delivery Plan, and to formally recognise and celebrate exceptional performance	Prepare
6.6	<b>Whistleblowing:</b> To promote a culture where it is safe and acceptable for officers and staff to raise genuine concerns about poor or unacceptable practice, corruption or misconduct without the fear of victimisation	Prevent
6.7	<b>Health and Safety:</b> To ensure and demonstrate compliance with Health & Safety standards to fulfil responsibilities towards officers and staff, visitors and members of the public	Prevent
6.8	<b>Information Management:</b> To ensure and demonstrate compliance with data protection, information security regulations and good practice, and to undertake quality assurance checks to improve standards of accuracy, consistency and integrity of Law Enforcement information systems including the production of prosecution files	Protect
6.9	<b>Professional Standards:</b> To professionally deal with internal and external complaints to enhance confidence, demonstrate ethics and transparency and embed a culture focused on learning and development	Prepare
6.10	<b>Organisational Development:</b> To seek organisational development through emulating best practice, adopting Authorised Professional Practice and undertaking peer review/self inspection and formal external inspection processes	Prepare

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## Specialist Capabilities

To provide a wide range of specialist capabilities in support of law enforcement operations and activities

7.		
7.1	<b>Intelligence:</b> To gather, collate, evaluate and disseminate intelligence from all sources in line with the National Intelligence Model in order to inform strategic, tactical and operational decision making	Pursue
7.2	<b>Managing Risks and Threats:</b> To undertake strategic risk and threat assessments implementing appropriate control strategies as required	Prevent
7.3	<b>Forensic Support:</b> To provide forensic capability including forensic accountancy to support investigations including the collection, preservation and processing of evidence (photographs, fingerprints, DNA)	Pursue
7.4	<b>Criminal Justice Processes:</b> To coordinate criminal justice processes to include secondary investigations which will free frontline operational staff to focus on the delivery of core services	Pursue
7.5	<b>Specialist Roles:</b> To deploy officers trained, qualified and accredited in specialist roles to support law enforcement operations and initiatives such as Family Liaison Officers, Explosive Ordnance Disposal Officers and Drugs Expert Witnesses	Protect
7.6	<b>Non-crime functions:</b> To provide specialist staff to undertake regulatory and non-crime functions on behalf of the States of Guernsey such as Passport Issuance, Trading Standards, Firearms Licensing, Disclosure and Vetting	Prevent

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## Efficiency

To maximize our outcomes, targeting our resources to meet demand whilst delivering value-for-money law enforcement services

8.		
8.1	<b>Tasking and Coordination:</b> Use the tasking and co-ordination process to prioritise our services, targeting early intervention, prevention and tackling threats at source	Pursue
8.2	<b>Collaborative working:</b> Increase our reach by working with local, national and international partner organisations to share intelligence and resources to maximise outcomes	Prepare
8.3	<b>Dual Warrantry:</b> Maximise the use of the 'Designated Officers' legislation to enable officers to operate as both police, customs and immigration officers to increase flexibility and efficiency	Protect
8.4	<b>Restructuring of Law Enforcement:</b> To continue to develop LE to improve frontline delivery whilst pooling resources, removing duplication and achieving economies of scale	Prepare
8.5	<b>Workforce Management:</b> To manage the cost effective deployment of resources to meet fluctuating business needs and to effectively manage recruitment and retention	Prepare
8.6	<b>Cost Recovery:</b> Explore the feasibility of cost recovery in relation to non-law enforcement services; and engage with strategic initiatives designed to support the Bailiwick economy	Prepare
8.7	<b>Financial Management:</b> To manage the LE budget effectively; focusing on strategies to achieve value-for-money	Prepare
8.8	<b>Customs and Excise:</b> Conduct compliance and audit checks to identify any potential evasion of duty, to counter revenue fraud and collect and protect the revenue for the States of Guernsey	Protect

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## Measuring Success

We will measure our success through achieving the following outcomes:

### 1 Security

- 1A To maintain appropriate levels of qualified staff to deliver critical law enforcement services
- 1B A secure border which facilitates the legitimate movement of people and goods

### 2 Protecting the Vulnerable

- 2A To reduce demand on our services through signposting the public to more appropriate services
- 2B A reduction in the number of domestic abuse repeat victims

### 3 Tackling Crime and Anti-Social Behaviour

- 3A An increase in public awareness of cyber and cyber enabled crime
- 3B A reduction in violent crime

### 4 Community Engagement and Citizen Experience

- 4A Citizens receive a consistently high quality service across a seamless, modern channel set that integrates both digital and traditional methods
- 4B An increase in confidence of victims to report crimes
- 4C An increased number of volunteers working alongside Bailiwick Law Enforcement

### 5 Technology

- 5A An organisational environment that champions and encourages technical innovation

### 6 Standards, Performance and Development

- 6A Ensuring compliance with the Home Office Crime Recording Standards
- 6B An improvement in the quality of prosecution files submitted to the Law Officers Chambers
- 6C Fewer complaints received and a reduction in the time taken to resolve complaints
- 6D An involved and productive workforce
- 6E Contribution to the Bailiwick's reputation as a well-regulated jurisdiction in which to live and do business

### 7 Specialist Capabilities

- 7A A diverse, motivated and capable workforce that evolves with service demands and builds the core and specialist skills, behaviours and cultures needed to succeed

### 8 Efficiency

- 8A A financially responsible and mature organisation delivering value-for-money services

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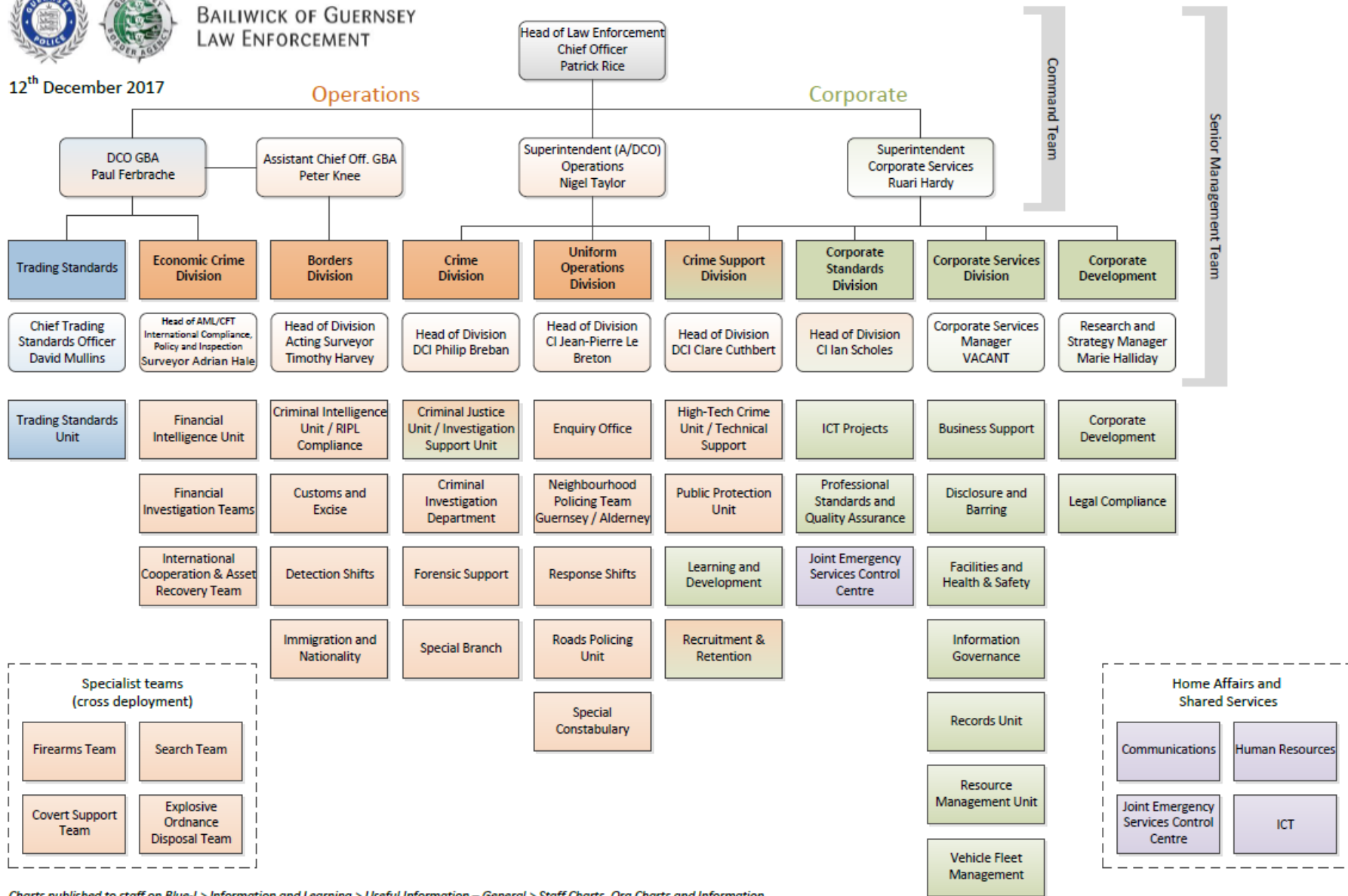
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# Appendix A



## BAILIWICK OF GUERNSEY LAW ENFORCEMENT

12<sup>th</sup> December 2017



Charts published to staff on Blue-I > Information and Learning > Useful Information – General > Staff Charts, Org Charts and Information



## Guernsey Police

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[twitter.com/GuernseyPolice](https://twitter.com/GuernseyPolice)



[facebook.com/guernseypolice](https://facebook.com/guernseypolice)

*(Not monitored 24/7)*

## Guernsey Border Agency

[www.gov.gg/GBA](http://www.gov.gg/GBA)

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