



Guernsey Police

Business Plan

2013 – 2016

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1. Introduction

Welcome to the Guernsey Police Business Plan, in which we outline how we intend to police the Bailiwick of Guernsey during the coming three years.

Policing the Bailiwick brings with it particular, unique challenges. The Bailiwick is recognised as a vibrant, successful, financial centre with an increasingly diverse population. Geographically the Bailiwick consists of number of Islands, with a permanent policing presence in Guernsey and Alderney.

Within the plan we have outlined our vision for policing the Bailiwick over the next three years, our priorities and how we are organised to deliver this plan. Whilst the plan has been compiled to focus activities for a three year period, it will be reviewed annually in order to take account of emerging issues and to reflect the needs of our communities. We have also included details of our funding, how we intend to provide value for money and the measures that the Force will be held accountable to.

In developing this Business Plan and our priorities, we have taken into account the views of our communities; residents and businesses alike and set challenging measures for community engagement, crime reduction, effective management of our finite resources and dealing with anti-social behaviour. Whilst the plan details our principal operational priorities, they are not at the expense of the high quality of service that has become synonymous with Guernsey Police.

2. Our Vision & Values

Our Vision

Our vision is to provide Premier Policing for Premier Islands.

This means that Guernsey Police, in association with our partner agencies will contribute directly to ensuring the Bailiwick is safe, maintaining high quality, accessible and responsive services benefiting our communities.

Our vision supports the States Strategic Plan (2011-2016) under social policy aims where the principle objective is to;

“promote and support policies which aim to reduce crime and disorder and keep the Bailiwick a safe and secure place to live”

and the Home Department’s primary mission to;

“use all available resources to build and protect a safe, just and tolerant society for all people of the Bailiwick”.

Our Values

In delivering our vision we will embrace the following values:

- **Integrity** – we are honest, trustworthy and accountable
- **Professionalism** – we are committed to delivering the highest quality service
- **Fairness** – we act impartially, treating all according to their needs
- **Respect**– we treat all with dignity and value difference

These themes form the core of our service delivery, underpinning everything we do and are reflected throughout our plan.

Achievements during the period 2011-12

The key achievements over the past year include:

Leadership & Strategic Planning

- Implementation of organisational governance arrangements
- Development of strategic risk management
- Participation in States of Guernsey corporate projects

Partnership working

- Inter-agency training and testing of major incident response plans
- Environmental audits
- Development of pan-island training
- Formalised mutual aid arrangements with UK Force

Community Engagement

- Engagement with Parish officials
- Development of the Neighbourhood Policing Team
- Summer cycle initiative
- Adoption of social media opportunities
- Development of B-Division Special Constabulary to provide specialist skills

Performance Management

- Effective use of resources including re-structuring and monitoring of budgets
- Improved mechanisms to link force performance with the use of resources
- Greater utilisation of ICT planning and development
- Continuing reduction in reported crime and increasing detection rate

Setting the priorities for Guernsey Police

Our priorities are set only after an extensive process that looks at the categories/types of crimes being committed, the threat from potential crimes, what the States of Guernsey expects from its Police Force and those issues that are most important to our community.

Delivering our priorities will ensure that the Bailiwick of Guernsey remains a low-crime, safe place, where people live, work and spend leisure time. We also want people to feel safe and to have confidence in the policing services provided by Guernsey Police and we are confident that in delivering our priorities we will be able to maintain that trust.

In today's financial climate it is also imperative that the Force delivers its services in the most efficient and effective way to ensure best value for money is provided to the communities that fund it. During 2012 the Force commenced a major change programme to configure itself into the most effective, cost efficient police force it can be.

Over the following pages there is a strategic summary of our policing priorities for 2013-16. Delivering these priorities will mean that the Force is providing the policing service required by its communities balanced against political expectations. Moreover, it will do so in a way that provides best value for money.

Our Priorities

All our priorities support the Force and Home Department's desire to increase and enhance public confidence within the Bailiwick and provide a high quality, cost effective, visible and accessible police service to the community. We will assess how the Force is performing against these priorities by monitoring performance against the measures and targets contained within this plan.

The Guernsey Police's aim is to provide a premier policing service for all. For the period 2013-16 it will focus delivery on the following six priorities:

- To ensure the Bailiwick continues to be a safe & secure environment to live & work
- To respond effectively to anti-social behaviour within the Bailiwick
- To reduce levels of volume and acquisitive crime
- To enhance road safety within the Bailiwick
- To provide a professional, responsive police force serving our communities
- To effectively and efficiently manage all Force resources

The following pages provide more information on how the Force intends to deliver each of the priorities and how it will be held to account.

1. To ensure the Bailiwick continues to be a safe & secure environment to live & work

PROTECT

To protect the Bailiwick from the impact of crime

We will:

- Deploy targeted, intelligence led & highly visible policing patrols appropriate to the level of threat
- Ensure maximum availability & effective deployment of resources to provide security, protection & advice
- Make full use of existing & emerging technology

ENGAGE

To engage effectively with our communities & partners

We will:

- Continue to work with our communities in particular Parish Authorities & the business community
- Work with our partner agencies to ensure that intelligence is shared & investigated at the earliest opportunity
- Work with our communities to raise awareness & encourage reporting of suspicious activity

RESPOND

To deal with the consequence & mitigate the impact of critical incidents

We will:

- Prepare & rehearse plans with our partners in the emergency services & other stakeholders
- Maintain our capability to deal effectively with complex & protracted incidents
- Work in partnership to design out vulnerabilities of new developments at the earliest possible stage

Key Measures

- To review and revise protocols and procedures underpinning our ability to respond and manage critical incidents.
- To attain an overall detection rate of 45%.
- Working with partner agencies, including the voluntary sector to engage with our communities

2. To respond effectively to anti-social behaviour within the Bailiwick

PREPARE

To prepare to deal with anti-social behaviour

We will:

- Ensure our officers are appropriately equipped & trained to deal with anti-social behaviour
- Ensure effective use of intelligence to reduce anti-social behaviour
- Develop the use of social media
- Continue & develop mechanisms for the early identification & support of repeat or vulnerable victims

ENGAGE

To engage effectively with our communities & partners

We will:

- Work with our partners in the States of Guernsey to plan & address large scale events
- Work in partnership with statutory & voluntary agencies to ensure an holistic approach to addressing anti-social behaviour

RESPOND

To respond effectively to the negative impact of anti-social behaviour

We will:

- Maximise the visibility & accessibility of our officers
- Deploy NPT officers to effectively address the underlying causes of anti-social behaviour
- Continuously review the effectiveness of our responses to anti-social behaviour

Key Measures

- Environmental audits undertaken and recommendations addressed to further develop and enhance the Force neighbourhood policing ethos
- Development and evaluation of “prominent nominal” procedure
- Develop and improve responses to the identification and support of repeat victims

3. To reduce levels of volume and acquisitive crime

PREVENT

To deter criminal activity

We will:

- Use intelligence effectively to identify crime & disorder hotspots & trends so that resources can be matched to demand
- Assess threats from emerging crime trends
- Maximise officer visibility & accessibility by deploying them to identified hotspots

ENGAGE

To engage effectively with our partners & communities

We will:

- Together with our partners continue to work with licensees to ensure that licensed premises are safe places to visit
- Work with our partners eg: Town Centre Partnership, Crimestoppers & Crime Prevention Panel to develop new initiatives to reduce crime
- Engage with partners in problem solving initiatives
- Use the media & social media to keep our communities updated by publicising crime data, policing initiatives & to appeal for information & intelligence

RESPOND

To ensure effective enforcement

We will:

- Identify & target persistent offenders
- Mount specific targeted operations to address emerging challenges
- Provide a quality focused investigation with high quality evidence to support successful prosecutions
- Ensure victims can easily report crime
- Ensure victims of crime receive a professional response and are regularly updated

Key Measures

- To achieve a 25% detection rate in respect of criminal damage
- To achieve a 20% detection rate in respect of dwelling burglaries
- Crime prevention/reduction initiatives undertaken

4. To enhance road safety within the Bailiwick

PROTECT

To make our roads safer

We will:

- Develop initiatives to provide an on-going programme of activities aimed to improve road safety
- Develop intelligence led tactics to target offenders who use our roads
- Use & develop technology to improve its function in road safety

ENGAGE

To engage effectively with our communities & partners

We will:

- Work in partnership with key States of Guernsey Departments to deliver roads policing
- Support & promote road safety education
- Listen & respond to our communities about the risks to vulnerable road users

RESPOND

To ensure an effective response to inappropriate road use

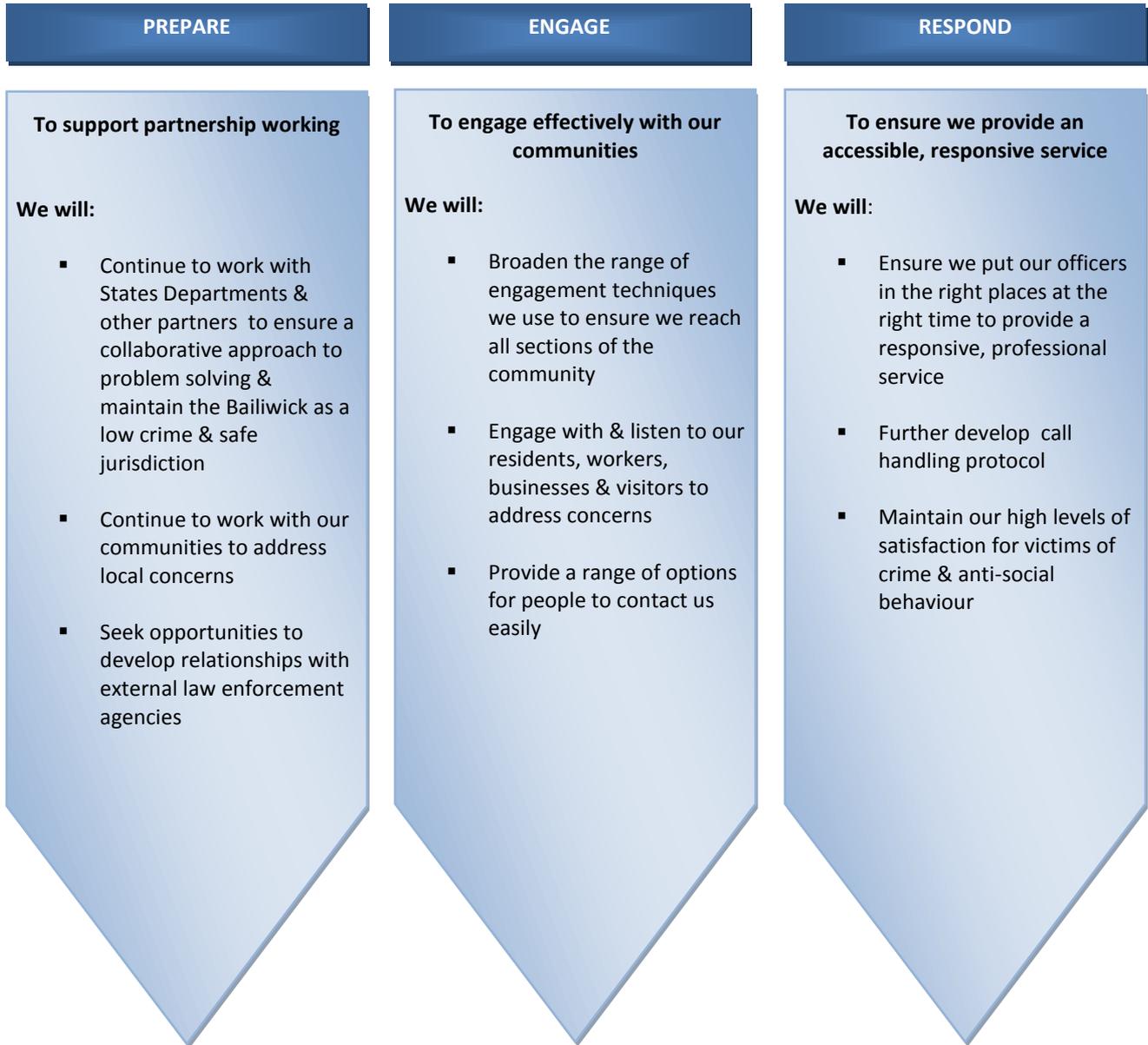
We will:

- Target road traffic offenders
- Examine the roadworthiness & safety of vehicles
- Maximise the visibility & accessibility of our officers

Key Measures

- Participation in Road Safety educational initiatives
- Enforcement activities undertaken
- To reduce the number of collisions resulting in injury compared to 2012

5. To provide a professional, responsive police force serving our communities



Key Measures

- To enhance our current Command & Control systems
- To establish an effective process to evaluate our Quality of Service which “adds value” to policing services and public confidence
- To develop and embed an effective Witness Care Unit
- To increase our engagement with our communities via social media

6. To effectively and efficiently manage all Force resources

PREPARE

To plan for future economic and organisational well being

We will:

- Develop & sustain a resilient culture of fiscal management
- Train in accordance with identified, prioritised needs & budgetary constraints
- Formalise a Force succession plan
- Review policy & procedures to eradicate unnecessary bureaucracy & inefficient practices

ENGAGE

To engage with partners to explore alternative cost avoidance approaches to service delivery

We will:

- Consider sponsorship in accordance with States of Guernsey Policy
- Explore opportunities to collaborate or out source services & activities
- Develop internal & external communication strategies
- Maximise cost recovery opportunities

RESPOND

To work corporately to maximise our quality of service

We will:

- Utilise technology to effectively manage resources
- Actively participate in FTP work streams
- Work collaboratively with partners to effectively manage our resources
- Participate within the Home Department Efficiency Programme

Key Measures

- To secure efficiencies, value for money & improved quality of service through ICT & participation in Financial Transformation Programme
- To develop and implement a Force Succession Plan
- To devise and embed a Force Communication Strategy

Guernsey Police Force Structure



Patrick Rice
Chief Officer¹

**Chief Officer
Patrick Rice**

**Deputy Chief Officer
Ian Morellec**

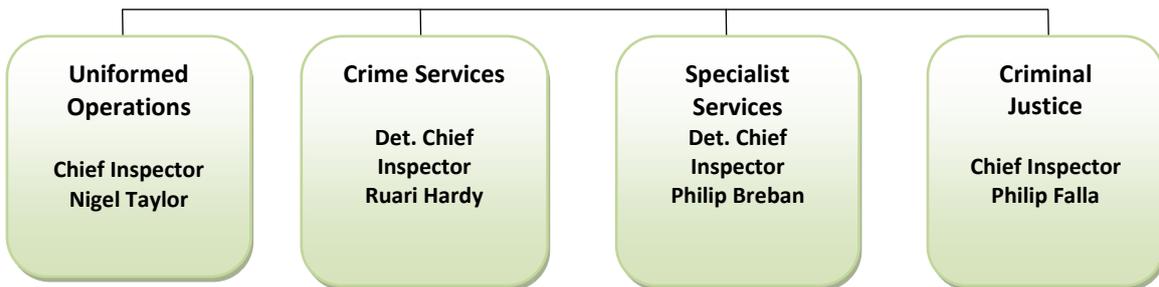


Ian Morellec
Deputy Chief Officer

**Superintendent
Peter Dowding**



Peter Dowding
Superintendent



HOME DEPARTMENT CENTRAL SERVICES - Human Resources, Finance, ICT.

¹ As of 1st January 2013, Mr Rice assumes the post of the Head of Law Enforcement with responsibility for both Guernsey Police and the Guernsey Border Agency.

Guernsey Police Contact Details

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